



# Clatsop Community College

## Ad Hoc Report

**Submitted to the Northwest Commission on Colleges and  
Universities (NWCCU)  
Fall 2025**



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## Introduction

Clatsop Community College (CCC) submits this Ad Hoc Report in response to the Northwest Commission on Colleges and Universities (NWCCU). This report directly addresses Recommendation 1 (Fall 2021 Ad Hoc with Visit), for which the Commission issued a [Warning](#) in March 2025. CCC acknowledges its current Warning sanction and provides evidence of substantive progress toward compliance with Standards 1.B.1, 1.B.3, and 1.B.4.

Recommendation 1 originated during CCC's 2019 Mission Fulfillment and Sustainability Evaluation ([report](#)) and has since been the subject of multiple follow-up reports and visits, including Ad Hoc Reports in [Spring 2021](#), [Fall 2021](#), [Spring 2023](#), and Ad Hoc Report and Visit in Fall 2024. Each of these evaluations recognized areas of progress but confirmed that Recommendation 1 remained unresolved. The January 2025 Commission action accepted the [Fall 2024 Ad Hoc Report](#) but issued a Warning, requiring CCC to submit this Fall 2025 Ad Hoc Report with Visit to demonstrate that planning processes are now reviewed, revised, and implemented in a manner that collectively supports mission fulfillment and effective strategic decision-making.

Exhibits:

[NWCCU Letter – Response to CCC Ad Hoc Reports \(July 2021\)](#)

[NWCCU Commission Letter – Ad Hoc Report Review \(March 3, 2025\)](#)





## Response to Recommendation 1 (Standards 1.B.1; 1.B.3; 1.B.4)

The Commission directed CCC to review and revise institutional planning processes to ensure that data collectively support mission fulfillment and effective strategic decision-making.

The Commission's Warning requires CCC to demonstrate that its planning framework is both data-driven and actionable. In response, the College undertook a comprehensive recalibration in 2025, clarifying mission fulfillment indicators, finalizing baseline measures, and establishing peer and state benchmarks. Strategic priorities are now explicitly [tied to planning](#), assessment, budgeting, and resource allocation, ensuring that evidence informs institutional decisions and supports continuous improvement.

### 1. Strengthen Institutional Planning and Mission Fulfillment

Clatsop Community College's mission is empowering all students to reach their full potential. The vision affirms CCC as a diverse and dynamic center for education, workforce development, and community enrichment. The values of accessibility, collaboration, community, inclusivity, and integrity guide decision-making.

The [2025–2030 Strategic Plan](#) was developed through an intentional, [inclusive](#), and data-informed process. In 2024, CCC engaged more than 400 stakeholders through surveys, focus groups, and interviews with students, faculty, staff, community partners, and K–12 leaders. An external facilitator helped synthesize findings into the [Insight Report](#), which identified opportunities in access, advising and belonging, organizational effectiveness, reputation, and partnerships. Despite significant leadership transitions and ERP implementation, CCC sustained momentum through a core planning team, and ultimately a [framework](#) presented to the Board in September 2024 and [approved](#) in November 2024. The planning process also incorporated a new quarterly [student survey](#), a second annual [community survey](#), and a 360-degree presidential [evaluation](#) tied to strategic priorities, strengthening the evidence base.

The Strategic Plan organizes the mission through five strategic priorities: Improve Student Access, Increase Student Success, Strengthen Reputation, Increase Organizational Effectiveness, and Build and Sustain Partnerships. Each [priority is anchored by clear objectives](#), measurable indicators, and concrete actions. Together, they create the framework that drives CCC's institutional effectiveness and provide the standard by which we define and demonstrate mission fulfillment.

Strategic planning is becoming more embedded across the institution. Leadership has begun intentionally aligning budget, program development, and student success initiatives with the strategic priorities. Beginning in September 2025, Board reports will include quarterly scorecard updates, strengthening the connection between governance and the

College's strategic direction. At the unit level, faculty and staff are in the early stages of [linking their initiatives](#) to strategic plan objectives, reinforcing how departmental work contributes to institutional mission fulfillment. While this integration is still maturing, CCC has established structures that are making the plan a living framework to guide operations, resource allocation, and accountability.

In direct response to the 2019 concern that CCC had no acceptable thresholds for mission fulfillment, the College now defines mission fulfillment through the five sections of the Institutional Effectiveness Dashboard. These sections align directly with the Strategic Priorities: Student Access, Student Success, Reputation, Organizational Effectiveness, and Partnerships.

Each section is operationalized through measurable indicators in the Strategic Plan [Scorecard](#), and overall mission fulfillment is monitored through the Institutional Effectiveness [Dashboard](#). Baselines were established in 2025 and, where appropriate, benchmarked against statewide and peer community colleges. Mission fulfillment is achieved when at least 70% of all indicators, and 67% of Student Success indicators, are on track (green). These thresholds are new and still being tested, but they already give the College a clear and transparent standard for evaluation

For example, Student Access is tracked through the percentage of local high school graduates enrolling immediately after graduation and the enrollment of adult learners. Student Success is measured through fall-to-winter persistence, fall-to-fall retention, and achievement rate (transfer or completion). Reputation is reflected in measures such as community [Net Promoter Score \(NPS\)](#), which was first introduced in the *Insight Report* and is now collected annually to show [progress](#) over time.

Organizational Effectiveness is monitored through fiscal and operational indicators, including maintaining an [ending fund balance](#) as a percentage of expenditures, leadership stability, and employee satisfaction. Partnerships are evidenced by the number of industry partners providing financial or in-kind support.

Together, these thresholds demonstrate that CCC has moved beyond defining mission fulfillment through activities alone. Mission fulfillment is now demonstrated by concrete, outcome-based indicators tied directly to the College's Strategic Priorities, with early results confirming progress and a framework in place for continuous improvement.

## **2. Evidence of Data-Informed Planning and Decision-Making**

The 2025–2030 Strategic Plan, its Scorecard, the Institutional Effectiveness Dashboard, and new data reporting now support a continuous improvement cycle aligned with NWCCU Standards 1.B.1, 1.B.3, and 1.B.4. The cycle involves collecting and analyzing evidence, confirming findings with stakeholders, setting objectives, aligning resources, implementing

actions, and then assessing results with disaggregated indicators. Results are used to refine planning, decision-making, and budgeting.

The indicators in the Strategic Plan Scorecard are newly established and are in their first year of implementation. While still maturing, they provide a structured framework for accountability and improvement. Cabinet will review these indicators monthly, and the Board of Education will review progress quarterly. Results from student, employee, and community surveys will also be systematically incorporated into mid-year and annual adjustments. These practices ensure that planning is not static but continuously reviewed, revised, and acted upon in direct response to the Commission's Warning.

Supporting this cycle, CCC has brought Institutional Research in-house and established a new data infrastructure framework. Finalizing the transition to a new student information system during the 2024–25 academic year provided the ideal opportunity to strengthen data reporting at the technical infrastructure level. The framework has three components:

1. Internal [Enrollment Dashboards](#) provide faculty and staff with live enrollment data that update daily. Information includes FTE, headcount, and enrollment trends, all of which can be disaggregated by department, major, course modality, and student demographics. These dashboards are accessible to all employees, ensuring transparency and consistency in data use.
2. The Student Achievement [Dashboard](#) presents the student success and access indicators identified in the 2025–2030 Strategic Plan. Hosted on a public webpage, it provides external stakeholders with a clear picture of progress, including peer comparisons where available. Indicators are disaggregated by race/ethnicity, age, gender, and other student characteristics to track equity gaps and inform targeted interventions.
3. Ellucian Insights is the College's new [custom reporting](#) platform that enables departments to build and access live reports tailored to their operational needs. It is already in use by Financial Aid, the Registrar, Admissions, the Business Office, and TRIO, allowing each to make real-time decisions based on current enrollment, aid, and student progression data.

Together, these tools provide the live, disaggregated evidence needed to sustain the continuous improvement cycle and embed accountability into every level of the institution.

Exhibits:

[2025–2030 Strategic Plan Framework](#)

[2025-2030 Strategic Plan](#)

[Strategic Plan Scorecard](#)

[Institutional Effectiveness Dashboard](#)

## Examples of Data-Informed Planning and Decision-Making:

### a. Improving Relationships with High Schools and K–12 Leadership (Priority 1 – Improve Student Access; Priority 5 – Build and Sustain Partnerships)

The 2024 Insight [Report](#) highlighted the need to strengthen relationships and communication with local high schools and K–12 leadership, noting inconsistent engagement and unclear processes as barriers for students. In [response](#), CCC now holds regular meetings with district leaders, established a more consistent dual credit process, and ensures timely, accurate admissions information is shared.

These actions are embedded in the 2025–2030 Strategic Plan under Objective 3.1: Improve relationships with high school staff and leadership, with progress measured by the indicator “% of local high schools engaged in at least one annual collaboration meeting.”

- **Data/Assessment:** The 2024 Insight Report identified inconsistent engagement and unclear processes with local high schools as barriers for students.
- **Action Taken:** Began holding regular [meetings](#) with district leaders, standardized the dual credit process, and improved accuracy and timeliness of admissions information.
- **Measurement:** Indicator in Strategic Plan Objective 3.1: percentage of local high schools engaged in at least one annual collaboration meeting.
- **Results:** Stronger, more consistent partnerships with K–12 leadership are building clearer pathways for students; updated engagement data are being collected with the new indicator.

### b. Student Success and Belonging (Priority 2 – Increase Student Success)

A 2023–24 Student Success [Report](#) showed fall-to-winter persistence and fall-to-fall retention below state and peer averages. These measures are also tracked on the College’s Institutional Effectiveness Dashboard, reinforcing their role as core indicators of mission fulfillment. Listening sessions confirmed the need for stronger belonging and engagement supports.

In response, the College implemented Objective 2.1: Enhance student belonging efforts, redesigning the first-year experience, strengthening advisor training, and expanding peer connection opportunities. CCC also pursued and secured \$234,000 through a First-Generation [Student Success Grant](#), which will support retention with supports and activities such as first-year experience.



Progress is now being tracked by student satisfaction, belonging survey results, and student club participation, ensuring persistence challenges are addressed through measurable, intentional strategies.

- **Data/Assessment:** Persistence and retention rates below state and peer averages; listening sessions highlighted the need for stronger belonging supports.
- **Action Taken:** Launched Objective 2.1, Implementing a first-year experience, strengthening advising, and securing a \$234,000 First-Generation Student Success Grant.
- **Measurement:** Tracking student satisfaction, belonging survey results, and club participation.
- **Results:** Updated retention numbers are pending, but leading indicators such as surveys show positive gains in student belonging.

### c. Reputation and Community Trust (Priority 3 – Strengthen Our Reputation)

The 2024 Insight [Report](#) identified the need to strengthen CCC's visibility and reputation in the community. Stakeholders emphasized clearer communication of the College's value and stronger engagement with K-12, business, and civic partners.

In response, CCC increased [visits](#) and roundtables with K-12 leaders, re-engaged business groups, and placed a renewed focus on highlighting success stories shared in the community and in the press. To measure progress, the College launched an annual community [survey](#) that tracks year-over-year perceptions and outcomes.



The [Net Promoter](#) Score (NPS) is a simple but powerful measure of reputation and stakeholder satisfaction, asking how likely respondents are to recommend Clatsop Community College to others. For a small community college, where enrollment relies heavily on local students and word-of-mouth strongly influences choice, NPS provides a standardized indicator of public trust and perceived value. A higher score signals that students, families, and community partners view CCC positively and are willing to advocate for the College, while a lower score offers an early warning of potential challenges.

Progress is tracked through indicators such as NPS, K–12 leader visits and roundtables, industry donations, and public success stories. Early results show measurable gains, with NPS [improving](#) from –34 to +20, reflecting stronger community perception and trust.

The most recent community survey in 2025 [underscored](#) long-term opportunities for CCC, including partnering with local industries for targeted workforce programs (Priority 5) and investing in modernizing campus facilities (Priority 3).

CCC’s response to these findings demonstrates its commitment to ongoing assessment and action. The College has already submitted a [proposal](#) to Columbia Memorial Hospital for expanded workforce training partnerships as part of their hospital expansion, secured an HVAC training [grant](#), and obtained [reauthorization](#) of the MERTS capital match to strengthen maritime and technical training facilities.

- **Data/Assessment** – The 2024 Insight Report identified reputation and visibility as areas needing improvement.
- **Action Taken** – CCC responded with targeted K–12 visits, business engagement, and community storytelling.
- **Measurement** – The College created a community survey with NPS as a standardized outcome measure.
- **Results** – NPS moved from –34 to +20, showing drastic improvement.

**d. Access through Modality** (Priority 1 – Improve Student Access)

CCC’s quarterly student [survey](#) and community [feedback](#) identified course availability and transportation as barriers to access. Peer benchmarking confirmed that Clatsop offers fewer online sections than nearby regional peers, particularly in the sciences. These findings reinforced the need to expand flexible delivery as a core measure of mission fulfillment.



In response, the College advanced Objective 1.3: Expand programs and course offerings by proposing and launching a [HyFlex expansion](#) initiative. This effort ensures students can participate in courses either in person or online in real time, reducing transportation barriers and increasing overall access to programs of study. This initiative will be tracked by course fill, success, and withdrawal rates, disaggregated by location and student group, ensuring that

expanded modalities lead to measurable improvements in equity and access.

- **Data/Assessment:** Surveys and community feedback identified course availability and transportation as barriers; benchmarking showed fewer online sections than peers.
- **Action Taken:** Launched HyFlex expansion to increase access across modalities.
- **Measurement:** Course fill, success, and withdrawal rates, disaggregated by location and student group.
- **Results:** To be determined (implemented for 2025-26)

#### e. Revenue Mix and Budget Forecasting (Priority 3 – Strengthen Our Reputation)

CCC made an intentional effort to strengthen its financial forecasting by developing multi-year [revenue reports](#) that take revenue streams often subject to uncertainty and make them more predictable overall. In addition, the College now maintains a [four-year budget summary](#) that is reviewed monthly by the President and Financial Consultant and [shared with the Board](#). By tracking property taxes, state appropriations, tuition, and other sources across multiple years, leadership gains a clearer view of long-term patterns and can forecast with greater confidence, confirmed by the most recent [budget vs actuals](#).

Property tax projections ([see highlights in blue](#)) now leverage historical growth and collection rates as a reliable baseline. Tuition revenue forecasts are now modeled on observed enrollment trends, and in 2025, [tuition increases](#) were indexed to the Consumer Price Index as a data-informed measure of the College's cost of doing business. In addition, CCC considered the average community college tuition rate in Oregon to ensure alignment with statewide norms. Together, these measures

reinforce credibility and transparency, showing that tuition adjustments are tied to cost and market data rather than used to plug gaps.

With this consolidated trend analysis, CCC has moved to a more strategic model that reduces uncertainty, improves accuracy, and strengthens financial decision-making.

- **Data/Assessment:** Revenue streams such as property taxes, state appropriations, and tuition are uncertain; prior forecasts lacked consistency.
- **Action Taken:** Developed multi-year revenue reports, created a four-year budget summary reviewed monthly by the President and Financial Consultant and shared with the Board, and tied 2025 tuition increases to CPI, benchmarked against Oregon community college averages.
- **Measurement:** Ending fund balance, salaries and benefits as a share of expenditures, and alignment of budgeted vs. actual revenues.
- **Results:** FY2025 budgeted revenues closely matched actuals, demonstrating improved accuracy, transparency, and credibility in forecasting.

**f. Resource Allocation Guided by Evidence** (Priority 4 – Increase Organizational Effectiveness; Priority 3 – Strengthen Our Reputation)

CCC's cost-of-living adjustment (COLA) vs. Consumer Price Index (CPI) [analysis](#) highlighted the need for more sustainable and transparent compensation planning. Historical comparisons showed that cost of living adjustments did not consistently align with inflationary pressures, creating challenges for both employee stability and long-term sustainability.

In response, the College used CPI as the benchmark for salary COLA adjustments in collective bargaining and supervisory decisions. The Classified Bargaining Unit and the College reached tentative agreement on a CPI-linked compensation model, while supervisors were [approved](#) for a CPI-based COLA. This evidence-based approach ensures that cost-of-living adjustments are based on actual changes in living costs rather than arbitrary figures.

Progress will be monitored through annual COLA vs. CPI [tracking](#) and reviewed as part of resource allocation decisions, ensuring ongoing alignment with both [financial sustainability](#) and employee equity.

- **Data/Assessment:** COLA vs. CPI analysis revealed a need for sustainable, data-informed compensation planning.

- **Action Taken:** Adopted CPI as the benchmark for bargaining and COLA decisions.
- **Measurement:** Annual COLA vs. CPI tracking and monitoring of compensation agreements.
- **Results:** Tentative agreement with Classified Bargaining Unit on CPI-linked model; supervisors approved for CPI-based COLA increase, contingent on final state allocation.

**Exhibits:**

[2024 Insight Report](#)

[Student Satisfaction with Times and Offerings](#)

[First-Generation Student Success Grant](#)

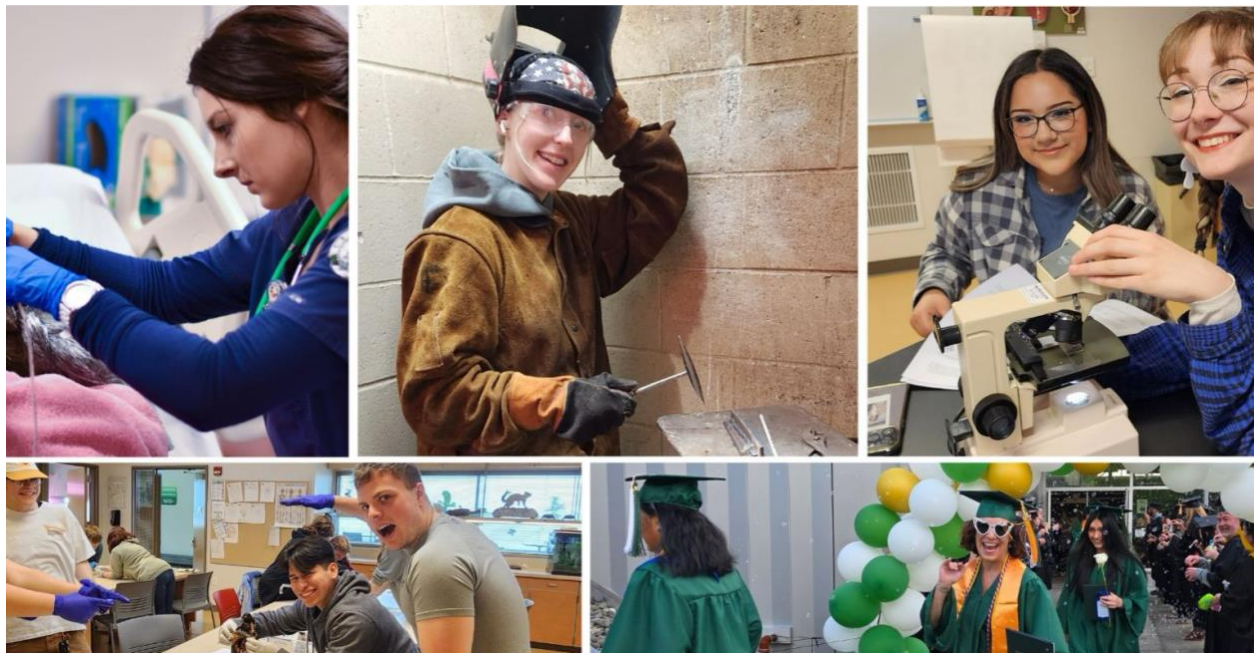
[Community Net Promoter Score \(2024 & 2025\)](#)

[HyFlex Expansion](#)

[Four-Year Financials](#)

[Multi-Year Revenue Reports](#)

[COLA vs CPI Analysis Table](#)





## Next Steps (2025–2026)

Building on the recalibration of 2025 and the implementation of the 2025–2030 Strategic Plan, CCC is now moving to full integration. The priorities for the coming year emphasize embedding evidence-based practices into daily operations, ensuring results are assessed and acted upon, and maintaining transparency with stakeholders.

Key actions include:

- Publishing and sharing the Strategic Plan and Year 1 Scorecard and Dashboard at Fall In-Service and Board of Education meetings.
- Sustaining the evidence cycle through monthly Cabinet briefings and quarterly Board reports to allow for timely mid-year adjustments.
- Advancing implementation of strategic initiatives that improve access, success, organizational effectiveness, reputation, and partnerships.
- Continuing to advance objectives identified in the Strategic Plan and monitored by the Strategic Plan Scorecard.
- Maintaining survey cadence: students surveyed quarterly, the community annually, and employees annually, with results shared openly.

Together, these next steps ensure that CCC continues to integrate its Strategic Plan into decision-making, demonstrate accountability, and sustain the cultural shift toward continuous, evidence-driven improvement. The 2025–26 cycle will provide the first full year of indicator data, creating a baseline against which CCC will demonstrate measurable progress at the next Commission review.

## Conclusion

The March 2025 Warning prompted Clatsop Community College to pause, recalibrate, and embed evidence-based practices more deeply across the institution. The College acknowledges that there is more work to do to fully mature its systems and demonstrate results across every indicator. At the same time, CCC has made substantial progress in a short time.

By adopting the 2025–2030 Strategic Plan and building in-house research capacity, CCC aligned planning, budgeting, and governance into a continuous improvement cycle. These structures now position the College to sustain progress. Evidence is visible in concrete examples: K–12 engagement is guided by new indicators, persistence challenges are being addressed with redesigned student belonging initiatives, reputation has improved dramatically as measured by NPS, and financial planning is demonstrably more accurate through improved models and revenue forecasting. Overall, the College’s finances have strengthened significantly, providing greater stability and credibility in resource allocation.

This integration of planning, assessment, and resource allocation reflects substantial movement toward compliance with Standards 1.B.1, 1.B.3, and 1.B.4. CCC has shifted from reactive responses to proactive, data-informed decision-making, with transparency and Board oversight ensuring accountability. The broader College community is now better informed through increased transparency and a clearer understanding of the state of the College.

Even though CCC is only in the first year of its new strategic plan, indicators strongly suggest that planning, data-informed decision-making, financial management, community reputation, and partnerships have all improved significantly. This early progress demonstrates that the systems now in place are functioning as intended and that the College is on a trajectory to sustain these improvements over the full 2025–2030 plan horizon.