



**Clatsop  
Community  
College**

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NWCCU Ad Hoc Self-Evaluation Report

Prepared for Northwest Commission on Colleges and Universities

March 17, 2021

## Clatsop Community College NWCCU Ad Hoc Self-Evaluation Report

This report is in response to the request from NWCCU, dated February 3, 2020, that Clatsop Community College address Recommendation 2 of the 2019 Fall Mission Fulfillment and Sustainability Evaluation.

“Review and revise its institutional planning processes to ensure that data collectively support mission fulfillment and effective strategic decision-making (2020 Standards 1.B.1, 1.B.3, 1.B.4).”

### **Context: The Last Twelve Months**

Shortly after receiving the letter from NWCCU on February 3, 2020, the reality of the pandemic arrived on our campus. Needless to say, the last twelve months has been largely focused on responding to the pandemic.

Dr. Margaret Frimoth served as the Vice President of Academic Success (VPAA) and the Accreditation Liaison Officer (ALO) until April, 2020. At that time Dr. Frimoth was reassigned to the position of Senior Program Manager of Lives in Transition, Coastal Commitment, and Diversity, Equity, and Inclusion. In April, 2020, Jerad Sorber, Vice President of Student Success, took over the responsibility of ALO. In July, 2020, Dr. Peter G. Williams was hired as the Vice President of Academic Affairs. Part of his role involves serving as the ALO.

To further complicate challenges faced by Clatsop Community College (CCC) this past year, in July 2020 we went live with our new computer system upgrade, called Campus Nexus. The product has not performed as advertised, and has presented numerous challenges to the College. This has resulted in a multitude of problems with our computer systems, including critical areas such as registration. The new system has also caused many staff, who have been on the front lines of these challenges, to express significant levels of stress and dissatisfaction. For example, in the last several months, both the Classified Staff Union and the Full Time Faculty Association have submitted votes of no confidence concerning this product. The combination of the pandemic along with the challenge of this new computer system have likely contributed notably to our significant decline in enrollment during this current academic year.

### **Recent Successes in Making Data Informed Decisions**

The College has a Strategic Plan for 2018 – 2023 (see Appendix 1) which is used as a guide in decision making at the College. A Strategic Planning Committee was implemented and

met regularly until the arrival of the pandemic. Following are examples of projects and initiatives in which data was used to inform decision making.

### **Patriot Hall**

In October, 2016, a Patriot Hall Health and Wellness Center survey was conducted for the purpose of understanding the public interest in the newest building being constructed on campus that included fitness facilities. This project connects to the 2018-2023 Strategic Plan, which states under the Strategic Initiative “Strengthen the Academic Environment for Students,” and under this initiative, “Access opportunities to improve existing programs and explore options for new programs.” It also connects to the 2018-2023 Strategic Plan under the Strategic Initiative “Cultivates Connections with the Community,” and under this initiative, “Increase community and partner participation at the College.” CCC had not previously had a desirable fitness and gym facility that would be of interest to many employees and the community. There was no formal plan to allow use of the gym or fitness equipment to the public and with the new facility built, there was a perceived interest to offer more access to it than just students taking academic fitness classes. The survey was presented to employees of CCC and also to community members. Collection of surveys occurred over 2 months at community farmers markets, area organization meetings such as Rotary, Downtown Association and Chamber of Commerce meetings, and local hospital workers and school district employees. The results showed an overwhelming positive response to wanting access to use the new facility and offered insight into hours and expected cost for use of the building. With the information from the survey, a committee was formed to create a business plan for the facility. CCC created “Bandit Community Fitness” access through Community Education for public access which aligned with our budding strategic plan to cultivate connections with the community.

In February, 2017, a Brand Awareness survey was conducted for the purpose of understanding the public perception of Clatsop Community College in its service area. This project connects to the 2018-2023 Strategic Plan, which states under the Strategic Initiative “Strengthen the Academic Environment for Students,” and under this initiative, “Access opportunities to improve existing programs and explore options for new programs.” It also connects to the 2018-2023 Strategic Plan under the Strategic Initiative “Cultivates Connections with the Community,” and under this initiative, “Increase community and partner participation at the College.” The survey results were to be used to gauge brand awareness and to guide further efforts in promoting college offerings and better connections with the community. The survey was presented to community members through a college booth set up at the local farmers market, surveys were distributed at Chamber of Commerce and Downtown Association meetings in the service areas of Astoria, Warrenton, and Seaside. The results concluded that the logo and mascot usage did not create brand awareness and was underutilized, and out of all academic programs, Nursing, Business, and Maritime degrees were the most well-known. Due to the survey results, action was taken to increase and adjust placement of the CCC logo and mission statement on signage, printed materials, promotional items. Sponsorship and partnering opportunities with chamber and downtown events also increased to bring more awareness to the college through community events.

In November, 2019, a High School Survey was conducted for the purpose of finding out high school student perceptions of CCC, and get a current tally of degree and educational interests of area high school students. This information was requested by the Strategic Planning Committee to assist in goalsetting for the strategic initiative of “Strengthen the Academic Environment for Students.” An online survey was created and sent to all area high school principals requesting they send the link to the survey to all junior and senior level students. All principals were agreeable to the request and we did receive results from Astoria, Seaside, Warrenton, Jewell, Knappa, and Naselle students. CCC was able to capture information about the students’ plans after high school, if they considered CCC as an option, what majors/careers they were considering, and what factors influenced their choices with career and college decisions. The survey was reviewed and goals for the year were set in alignment with the Strategic Plan.

### **Program Prioritization**

In 2019 President Breitmeyer started discussions about using a method call Program Prioritization. This project connects to the 2018-2023 Strategic Plan, which states under the Strategic Initiative “Strengthen the Academic Environment for Students,” and under this initiative, “Access opportunities to improve existing programs and explore options for new programs.” It also connects to the 2018-2023 Strategic Plan under the Strategic Initiative “Advance Institutional Accountability,” and under this initiative, “Promote a campus culture of collaboration and teamwork focused on improvements in communication and data-driven decision making.” Program Prioritization is a method developed by Robert C. Dickeson in his book titled, “Prioritizing Academic Programs and Services: Reallocating Resources to Achieve Strategic Balance.” During the 2019-2020 academic year the College Council reviewed and approved the evaluation criteria and weighting for both academic and academic support programs. In addition, the Nursing Program voluntarily completed a draft version of the assessment tool so that the College Council could determine if the developed tool and weighting made sense.

During the Fall of 2020, all identified departments and programs submitted a detailed report on their area, following the guidelines provided for Program Prioritization. Members of the College Council then scored all of the submitted reports through fall term and into winter break. Then during winter term, the Budget Advisory Committee reviewed and discussed the scores, with the intention of using them to inform budget decisions.

### **Reimagining the College Bookstore**

The College Bookstore has been an Auxiliary Service function; however, expenses have exceeded revenue for several years requiring reduction in staffing, limiting hours of operation and revisioning how the Bookstore is accounted for to address the unsustainable “for profit” model. This dilemma is not unique to Clatsop with many efforts to increase textbook

affordability and online competition have provided students with many options to find lower cost alternatives for textbooks. This project connects to the 2018-2023 Strategic Plan under the Strategic Initiative “Advance Institutional Accountability,” and under this initiative, “Utilize appropriate evaluation tools to promote resource allocations.”

The Bookstore manager’s efforts to provide lower costs has been highly successful by coordinating with faculty to adopt textbooks with costs \$40 and lower, offer rental options, Open Educational Resources (OER), and faculty prepared resources. The positive impact for students has been tremendous; however, not sustainable from a business perspective.

In fall 2020, the Bookstore manager gave resignation notice after accepting a full-time teaching position at another Oregon community college. Additionally, Program Prioritization process provided the Bookstore ranking that was 26<sup>th</sup> out of 29 Educational Support programs. The Bookstore manager resignation and low Program Prioritization ranking combined with the expenses exceeding revenue by more than \$150,000 over a 5-year period, lead to forming a Bookstore Strategic Planning Committee to consider how to re-envision the future Bookstore. One immediate change was the Bookstore reporting structure changing from Finance & Operations to Student Success leadership. Student Success and Academic Affairs will work closely for timely textbook adoption and coordination of student financial aid with the new Bookstore manager. The Auxiliary Fund will be eliminated in FY2020-21 to address a significant and growing negative fund balance. The Bookstore will be budgeted in the General Fund in the Student Success department structure.

As part of the Bookstore Strategic Planning Committee data collecting, three surveys were developed, one for students, one for faculty, and one for staff. These surveys were developed and received outstanding participation. There was a high percentage in all three surveys valuing a physical Bookstore with an online option to purchase textbooks and course materials using financial aid. There is currently no online Bookstore website.

Space utilization and cross-training among Student Success employees has been undertaken to improve Bookstore hours beyond the current 9:00 a.m. to 3:00 p.m. limited hours. The Bookstore Strategic Planning Committee will reconvene in Fall 2021 to consider space utilization and other ways to enhance the student, faculty and staff experience.

### **Nursing Program Use of Data for Strategic Planning**

Nursing, in preparation for a recent 10-year review by the Oregon State Board of Nursing, drew information from the Strategic Planning Process, the Program Prioritization Process, and the Annual Fall Education Assessment Process. All of these relied on data to inform decision-making processes. This project connects to the 2018-2023 Strategic Plan, which states under the Strategic Initiative “Strengthen the Academic Environment for Students,” and under this initiative, “Access opportunities to improve existing programs and explore options for new programs.” It also connects to the 2018-2023 Strategic Plan under the Strategic Initiative “Advance Institutional Accountability,” and under this initiative, “Promote a campus culture of

collaboration and teamwork focused on improvements in communication and data-driven decision making.”

Examples from the Strategic Planning Processes include setting annual objectives for program goals, identifying measures, achievement of targets, gathering of findings, developing an action plan (if needed) and linking the process to core themes and strategic initiatives. Some of the data nursing examines for this process includes 1) How graduates did on their first-time attempt on the national RN licensure exam (98.1% over the past four years); 2) Retention of fulltime faculty (100% over the past four years); and 3) Renewing all clinical affiliation agreements fall 2020 (100% renewed).

Examples from the Program Prioritization Process include 1) Review of external demand (25% increase in applicants from previous year and statistics from the Bureau of Labor Statistics Occupational Outlook Handbook regarding a projected 7% increase in the need for nurses, which is faster than the average for all occupations); 2) Review of internal demand (by the time nursing students graduate, they will have completed 70 non-nursing credits as well as the required 60 nursing credits for the AAS in Nursing degree); 3) Other items examined include size, scope & productivity, impact (relation to the mission and strategic plan of the college) and contribution to diversity, equity, and inclusion.

Examples from the Annual Fall Education Assessment Process include 1) Program completion rates (data collected show improvement but still below target and tracking changes is occurring); 2) Program satisfaction (based on scores obtained on annual follow-up surveys with graduates and their employers—target is minimum of 3.5 on Likert scale of 1 to 5); and 3) Evidence that graduates meet program outcomes (data from scores on specific assignments and tests). These and many other data are reviewed by nursing faculty as part of the continuing quality improvement process. Data are collected over the course of the year, then reviewed and analyzed the following fall, and changes are discussed and implemented as indicated.

## **Strategic Enrollment Management**

In January, 2021, CCC’s Vice Presidents and I developed a Strategic Enrollment Management proposal. The 2018-2023 Strategic Plan states under the Strategic Initiative “Strengthen the Academic Environment for Students,” and under this initiative, “Develop a comprehensive enrollment management plan.” This proposal was approved by the President, and was then submitted to the College Council for consideration. They provided a request to have more representation on the Strategic Enrollment Plan Task Force, and I will be working on a revised proposal shortly. There are two keys to strategic enrollment management: 1) Institutions must make it a priority, and 2) It must be pervasive throughout the institution. Furthermore, there are three additional critical variables: 1) It must be student centered, 2) It must be market conscious, and 3) It must involve analysis of a wide range of data.

## **Diversity, Equity, and Inclusion and Dual Credit Programs**

Both the Diversity, Equity, and Inclusion Program and the Dual Credit Program have goals to develop a dashboard that monitor equity. This project connects to the 2018-2023 Strategic Plan, which states under the Strategic Initiative “Commit to Equity and Inclusiveness,” and under this initiative, “Establish and empower a Diversity, Equity and Inclusion Council to review and recommend updates for policies and procedures related to diversity, equity, and inclusion. It also connects to the 2018-2023 Strategic Plan under the Strategic Initiative “Strengthen the Academic Environment for Students,” and under this initiative, “Access opportunities to improve existing programs and explore options for new programs.”

## **Aspirational Approach**

As I write this Ad Hoc Report, I am in my ninth month at Clatsop Community College. I hope to take advantage of the upcoming site visit to set the groundwork for revamping how the College works with the NWCCU Standards. I learned a tremendous amount from the ALO training provided on March 2, 2021. This training was on top of having served as an accreditation evaluator in the past. I understand that accreditation is designed to be a continuous improvement cycle. By Fall 2021 I plan to provide a proposal to move to mission fulfillment goals. I would like future strategic planning to be built around the Standards. It will be important to use metrics for the planning cycle. One of the next steps I wish to pursue is to review several peer community colleges that are effectively using data to support mission fulfillment and effective strategic decision making. In addition to providing examples which will refine our strategic planning process, this review will help with the selection of appropriate indicators of student success along with comparison data from similar institutions that will help the college judge the effectiveness of its strategic initiatives.

## **Conclusion**

Clatsop Community College has a quality Strategic Plan for 2018-2023, and uses it effectively. Many recent and ongoing College initiatives and projects make use of data in support of decision making.

# Appendix 1





**Clatsop  
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**Charting Our Course**  
Strategic Plan 2018-2023

# How to get from here to there...

What an exciting time to be at Clatsop Community College. We are charting the course for the future of our college, and by doing so ensuring that CCC is forward looking in serving our students and the community.

Clatsop Community College is an educational community that encourages learning, achievement, and student success. Our passion for students is reflected in an array of innovative academic, career/technical, workforce development and community programs. Our focus is on academic excellence, student success, workforce advancement, and life long learning. We will continue to celebrate diversity and the rich heritage of our county by providing cultural opportunities to our region. We manage our fiscal resources with good stewardship, always focusing on creating an environment where teaching and learning can flourish and our students are prepared for the global society in which we live.

Since coming to this wonderful community to serve as CCC president, I have been continually impressed by the dedication of our faculty, staff, and board. What follows is a tangible demonstration of that dedication and the result of a campus-wide collaborative effort to develop a five-year strategic plan for CCC. This plan provides significant benefits to our institution by focusing us on the concrete goals and objectives that we can measure to ensure we are the best college we can be.

## How did we chart our course?

1. **Formation of Planning Team** – gathered representatives from a cross section of campus to lead the work of creating the strategic plan. Each member served as a conduit to the rest of the campus stakeholders to promote the sharing of questions, ideas, and solutions. Conducted both an internal and external environmental scan to gather data to inform our plan.
2. **Conducted a SWOT analysis** – engaged the campus and the community in analyzing the College's strengths, weaknesses, opportunities, and threats.
3. **Developed new mission and vision** – using the information gathered, the team crafted new mission and vision statements, to identify four areas of emphasis and to develop specific measurable objectives to promote practices that will continue to lead CCC towards the goal of being the best college we can be.

I would like to thank the faculty, staff, board, and community for the contributions to our strategic plan. I am looking forward to "a success unexpected."

Sincerely,

**Christopher Breitmeyer, President** | Clatsop Community College

***“If one  
advances  
confidently in  
the direction  
of his  
dreams, he  
will meet  
with a  
success  
unexpected.”***

*Henry David Thoreau*

# CCC MISSION



Enriching Lives • Inspiring Learning • Creating Opportunities



# CCC VISION



As a leader in education, CCC will partner with the community in creating gateways for transformation.



# CCC CORE VALUES

## Caring

Respect individuals and their contributions; be constructive with words and actions; provide constant encouragement in the pursuit of knowledge and understanding; exhibit interpersonal trust; find virtue in work.

## Collaboration

Seek truth and feedback; listen; have open, transparent communication; pursue common goals; encourage universal participation; strive for a "just society."

## Creativity

Maintain a sense of humor while remaining serious about our mission; emphasize self-expression; show initiative; have faith in new beginnings; be open to change.

## Diversity

Encourage global citizenship; affirm and respect individual human potential; appreciate differences; be inclusive.

## Integrity

Provide a safe and reliable learning environment in which we strive to be ethical, honest, and disciplined; have and demonstrate pride.



# STRATEGIC INITIATIVE

## Strengthen the Academic Environment for Students



### OBJECTIVE 1

Assess opportunities to improve existing programs and explore options for new programs.

### OBJECTIVE 2

Improve academic scheduling to make it possible for students to graduate in two years.

### OBJECTIVE 3

Develop a comprehensive enrollment management plan.

### OBJECTIVE 4

Increase student participation in all aspects of the college via student government, clubs, and other college sponsored activities.

# STRATEGIC INITIATIVE

## Cultivate Connections with the Community



### OBJECTIVE 1

Create a community outreach team for coordination and connection of internal effort with external partners.

### OBJECTIVE 2

Partner with public and private entities to expand options for experiential and service learning.

### OBJECTIVE 3

Increase community and partner participation at the College.

### OBJECTIVE 4

Support expansion of community education and customized training, as appropriate.

# STRATEGIC INITIATIVE

## Commit to Equity and Inclusiveness



### OBJECTIVE 1

Provide training for the Campus Community in areas of diversity, equity and inclusion.

### OBJECTIVE 2

Establish and empower a Diversity, Equity and Inclusion Council to review and recommend updates for policies and procedures related to diversity, equity and inclusion.

### OBJECTIVE 3

Create a student center for clubs with space for activities, meetings and access to resources that encourage diversity, equity and inclusion on campus.



# STRATEGIC INITIATIVE

## Advance Institutional Accountability



### OBJECTIVE 1

Promote a campus culture of collaboration and teamwork focused on improvements in communication and data-driven decision making.

### OBJECTIVE 2

Improve practices related to support of all employees.

### OBJECTIVE 3

Utilize appropriate evaluation tools to promote resource allocations.

# Let's get to work!



- Objectives will be prioritized.
- Leaders responsible for each objective will be identified.
- Leaders will form teams to develop implementation plans for each of the objectives. Teams will develop plans and identify the metrics by which progress will be measured.
- Any fiscal resources will be vetted through the budget process.
- Teams will report on progress to the strategic planning committee.
- A strategic plan dashboard will be established to monitor progress on the plan.