Clatsop Community College
NWCCU Ad Hoc Self-Evaluation Report

Prepared for Northwest Commission on Colleges and Universities

September 9, 2021

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This report is in response to the request from NWCCU, dated July 23, 2021, 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)."

Overview

Clatsop Community College (CCC) is making good progress on addressing NWCCU's recommendation to review and revise its institutional planning processes to ensure that data collectively support mission fulfillment and effective strategic decision-making. This recommendation concerning institutional planning was first provided to the College in the February 3, 2020 letter following the Fall 2019 Mission Fulfillment and Sustainability Evaluation. Subsequently CCC had two Ad Hoc Reports (one concerning a different recommendation) and a visit to review progress on this recommendation. While the other recommendation was satisfied, the recommendation on planning remains. During the Spring visit, the evaluators recommended several approaches to immediately making progress on the recommendations:

1) 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
2) Measurable indicators of success for each objective within CCC's four strategic initiative areas, using these metrics to define mission fulfillment
3) 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

CCC recognizes the urgency necessary to address the recommendation, and we are taking steps to do so in a manner that (1) demonstrates meaningful and immediate progress, (2) includes input and feedback from college and community stakeholders, and (3) moves the College forward in a meaningful, long-term manner.

This report outlines accountable parties, measurable indicators of success, institutional planning processes, tasks to date, and future steps. With the return of faculty and staff in September, the College anticipates additional progress to share with the evaluator in October.

Accountability

The individual responsible for the finalization and implementation of the plan to address Recommendation 2 is Dr. Peter G. Williams. He serves as the Vice President of Academic Affairs and the Accreditation Liaison Officer. The Board of Education is responsible for establishing policies that define the institutional mission. The President is responsible for institutional planning among other duties.

An Accreditation Work Group was formed after the Spring 2021 site visit. This work group includes the Vice President of Academic Affairs, the Vice President of Student Success, the Dean of Transfer Education, the Dean of Workforce Education and Training, the Director of Human Resources, the Director of Communications and Marketing, the Foundation Director, a Full Time Faculty representative, a Part Time Faculty representative, and a Classified Staff representative. The Full Time Faculty representative is Nancy Cook, and the Classified Staff representative is Helen Keefe. The Part Time Faculty representative resigned recently and we are in the process of refilling this role. A subgroup of the Accreditation Work Group, titled the Accreditation Technical Group, includes the two Vice Presidents and the two Deans.

A regular topic of these various groups is to review and revise our planning process. The focus of these discussions is how to develop a cycle of planning that incorporates measurable indicators for decision making.

Measurable Indicators of Success

During the Ad Hoc Site Visit on April 29, 2021, the peer evaluators observed correctly that the objectives in the Strategic Plan 2018-2023 are not measurable. The College has since developed measurable indicators of success for each objective within Clatsop Community College's four strategic initiative areas. These measurable indicators of success can be found in the addendum to this Report.

Institutional Planning Processes

During the 2021 summer months, while faculty are off contract, we are reviewing our measurable indicators to better understand what data is readily available.

Clatsop Community College has a robust shared governance model. The elected Board of Education oversees the College President and meets monthly. The President holds bi-weekly meeting with his 11-member Cabinet. Every Cabinet meeting during the academic year starts with a guest appearance of representatives from the Full Time Faculty Union, the Part Time Faculty Union, and the Classified Staff. The Vice President of Academic Affairs meets with his Instructional Leadership Team on a weekly basis. The Vice President of Student Success also meets with his Student Affairs team on a weekly basis. College Council is the primary shared governance body, with broad representation from various stakeholders across campus. The College has a robust Committee structure focused around broad representation. Most committees include student representatives.

Shared governance is a strength of the College that will support and enhance the work that we are involved in to improve this mission and measurement driven institutional planning process. The staff and faculty are very passionate about the College, and value working together to support the College in its valuable work of supporting the success of students.

The Accreditation Work Group (AWG) is under the auspices of the College Council. The AWG's charter is to be responsible for implementing and evaluating the College's strategic planning process. Within this work, they shall coordinate the development of the Strategic Plan, including the use of consultants, monitor the Strategic Plan and the outcomes, and propose recommendations for changes to the Strategic Plan, as well as changes to the strategic planning process. They shall also regularly report on the College's progress on the strategic indicators to the College Council and the campus community.

The College believes that a revised planning process will result in (1) regular review of institutional data to inform strategic decisions, (2) alignment of Board and College leadership established goals with goals and strategies at the department level, and (3) regular and meaningful reporting processes.

Accreditation Work Group Activities

The Accreditation Work Group has a number of activities that we are engaged in:
- Doing an assessment of the Measurable Indicators of Success listed in the Appendix to better understand which have adequate data in hand and which need to have the data developed.
- Reached out to our Institutional Research staff to determine how to develop data collection processes in a way that data automatically flows to the Accreditation Work Group when it is generated.
- Developing a table of key performance indicators that align with our strategic planning and with readily available data.

Strategic Planning 2023-2028

The 2023-2028 Strategic Plan will be updated with additional initiatives, relevant metrics, and revised key performance indicators, with an emphasis on mission fulfillment.

Conclusion

In summary, we have taken steps with our leadership and accreditation teams to set in motion the necessary steps to reform CCC's planning process into a data-informing approach that supports assessment of mission fulfillment and informs strategic decisions at the College. At the same time, the development of a significantly different planning process that integrates planning at the institutional level with planning at all levels of the College requires a thoughtful process to gather stakeholder feedback. This will take time, but will yield significant results.

As the College confronts a number of external and internal challenges similar to other institutions (declining enrollment, new enterprise systems, ongoing pandemic, etc.), establishing a data-informed integrated planning process will be critical to informing strategic decisions.

We look forward to sharing our progress at the upcoming visit.

Addendum: Measurable Indicators of Success

Strategic Initiative: Strengthen the Academic Environment for Students

Objective 1 - Assess opportunities to improve existing programs and explore options for new programs.

Description: In order to assess program opportunities, we must identify student persistence rates in our programs and program prioritization evaluation data.

Measurable Indicators of Success:

- o Measurement: Year one program persistence rates fall to winter
- o Measurement: Year two program persistence rates fall to winter
- o Measurement: Year one persistence rates fall to winter
- o Measurement: Program prioritization % (data points tbd)

Objective 2 - Improve academic scheduling to make it possible for students to graduate in two years.

Description: In order to support our students graduating within 2 years, CCC must provide more collaboration within the campus community to develop various schedules including modalities that support student learning.

Measurable Indicators of Success:

- o Measurement: Annual Graduation rates (all certificates and degrees)
- o Measurement: Annual Transfer rates (Clearinghouse report)
- o Measurement: Number of graduates completing in two years (all certificates and degrees)

Objective 3 - Develop a comprehensive enrollment management plan.

Description: In order to support students completing at CCC, a plan focused on persistence and retention must be developed and managed with regular data analysis.

Measurable Indicators of Success:

- o Measurement: Fall first time enrollment
- o Measurement: Fall re-enrollment (not contiguous)
- o Measurement: Year one persistence rates fall to winter
- o Measurement: Year one persistence from spring to fall
- o Measurement: Number of credits completed
  - Students who earn 15-29 college credits in the year (#)
  - Students who earn 30 or more college credits in the year (#)

Objective 4 - Increase student participation in all aspects of the college via student government, clubs, and other college sponsored activities.

Description: In order to support students having a well-rounded college experience at CCC we must track student participation and satisfaction with services and activities.

Measurable Indicators of Success:

- o Measurement: # of Registered Student Clubs
- o Measurement: CCSSE responses on student participation in student organizations (question 12i)
- o Measurement: ASG meeting attendance (students x meetings)

Strategic Initiative: Cultivate Connections with the Community

Objective 1 - Create a community outreach team for coordination and connection of internal effort and external partners.

Description: In order to organize a community outreach team for coordination and connection of internal effort and external partners, we must identify and strengthen communication, participation, recruitment, and marketing efforts towards our external partners.

Measurable Indicators of Success:
- CCC Foundation's internal efforts to increase outreach and fundraising support are coordinated to connect with and grow the number of external partnerships.
  - o Measurement: Foundation Statistics: Annual reports of number of active supporters in the donor database, amount of annual money raised, donor retention percent, number of new donors, average gift amount received.

- Participation in the community through memberships, local events, and volunteering that aligns with the college's mission and values that allows the college to reach out to external entities and create partnerships.
  - o Measurement: Yearly report of number of sponsorships, college memberships, and local events the college participates in as an entity.

- Efficient marketing efforts support outreach and communication of college activities and opportunities that connect us to external partners and the community.
  - o Measurement: Monthly statistics for social media engagement and response rates from advertising and promotions measuring outreach levels throughout the year.

- Regional Advisory Committees for Career and Technical Education programs connect the external businesses that hire our graduates to the internal programs they are hiring from.

o   <u>Measurement:</u> Programs administer a yearly survey to advisory committee membership to collect data on regional businesses' assessment of our community linkages, student recruitment, communication, and strengths/recommendations.

Objective 2 - Partner with public and private entities to expand options for experiential and service learning.

<u>Description:</u> In order to partner with public and private entities to expand options for experiential and service learning we must identify and strengthen options for students to engage with local businesses, agencies, and organizations.

<u>Measurable Indicators of Success:</u>
- Cooperative Work Experience will provide opportunities for students to engage in meaningful, relevant work experiences and support local business needs.
  - o   <u>Measurement:</u> Number of students successfully completing the program as part of course requirement, number of employers participating in the program; employer satisfaction survey. Percentage of employers who return to participate in the program.

- Clatsop WORKS will provide opportunities for students to engage in meaningful, relevant work experiences and support local business needs.
  - o   <u>Measurement</u>: Number of students hired through the program, number of employers participating in the program; employer satisfaction survey. Percentage of employers who return to participate in the program.

- Academic program development that includes experiential and service learning opportunities allows students to engage and learn through real-world experiences in the community.
  - o   <u>Measurement:</u> Annual tracking through the Office of Instruction of number of academic courses offering experiential or service learning elements.

- Student organizations include elements of experiential and service learning giving opportunities that allow students to engage and learn out in the community.
  - o   <u>Measurement:</u> Annual tracking of the number of hours that student organizations perform community service experiences through the Office of the Vice President, Student Success.

Objective 3 - Increase Community and Partner Participation at the College.

<u>Description:</u> In order to increase community and partner participation at the college, we must engage the community, as well as college students and employees, with on-campus opportunities and events.

<u>Measurable Indicators of Success:</u>

- Host events and activities on campus to bring a sense of community and accessibility to the college.
  - Measurement: Yearly data report of number of college sponsored events open to the public: Attendance at billable events. Number community partners who receive complimentary room and space rentals. Number of complimentary middle school and basketball games on campus hosted on campus. Civic events hosted. Number of CCC sponsored events.

- Engage employees in participating in college-led functions on campus.
  - Measurement: Percentage of CCC employees participating in the yearly Employee Giving campaign.

- Increase number in the alumni database to contact and encourage participation in CCC opportunities and events.
  - Measurement: Annual number of alumni records added and total number of alumni records in Foundation database.

Objective 4 - Support Expansion of Community Education and Customized Training, as appropriate.

Description: In order to support expansion of Community Education and customized training, as appropriate, we must respond to evolving community needs, issues and opportunities

Measurable Indicators of Success:

- The Clatsop Small Business Development Center (SBDC), Workforce Training, and Community Education will respond to the needs of the community in Clatsop County.
  - Measurement: The Clatsop SBDC, Workforce Training and Community Education collaborated on annual surveys to the regional business community to assess educational and training needs.

- The Clatsop SBDC's 9-month Small Business Management Program (SBM) supports small businesses with instruction and advising while building a strong cohort to share best practices.
  - Measurement: Number of businesses participating in the program.

- The Clatsop SBDC provides individual (1:1) free and confidential small business advising and coaching to emerging and existing small business owners.
  - Measurement: Track number of registered business clients.

- Increase ease of registration for non-degree learning opportunities, including Community Ed and Workforce Training.
  - Measurement: Percentage of people who register online for community education and workforce training.

Strategic Initiative: Commit to Equity and Inclusiveness

Objective 1 - Provide training for the campus community in areas of diversity, equity, and inclusion.

Measurable indicators of Success:
- The college will create a culture that recognizes and realizes the benefits of diversity, equity, and inclusion and the detriments that institutional inequities have on our community.
  - Measurement: Community College Survey of Student Engagement, Community College Survey of Faculty Engagement, PACE Climate Survey, student climate survey

- Faculty and staff will implement campus-wide diversity, equity, and inclusion (DEI) focused strategies and goals into their practice.
  - Measurement: Community College Survey of Student Engagement, Community College Survey of Faculty Engagement, PACE Climate Survey; number of faculty and staff training hours devoted to opportunities related to furthering equity and inclusion on campus; Percentage of faculty and staff who have a DEI related goal in their professional development plan

- We will experience equity in success for students, faculty, and staff from diverse experiences.
  - Measurement: Disaggregated "Big Four" student success indicators, Post-graduation student employment, PACE Climate Survey, faculty and staff retention rates, black, indigenous, and people of color (BIPOC) percentage of faculty/staff (disaggregated over employee groups)

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.

- The college's governance structure will ensure that a DEI lens is included in decision-making
  - Measurement: Annual number of college policies and procedures reviewed and approved by DEI as DEI initiatives

- Adoption of equity lens by the entire CCC campus, participation in utilization of this equity lens by decision-makers in all departments.
  - Measurement: State of Oregon OCR Review

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.

- Students will experience the support necessary to develop, explore, and express their own diverse identities

- o <u>Measurement:</u> Annual number of clubs whose mission supports the development of diverse identities; Annual number of events supporting the development of diverse identities.
  - o <u>Measurement:</u> Faculty and staff completion of HB 2864 related trainings

- Students will have the physical space and resources necessary to implement and enact positive change which enhances diversity, equity, and inclusion on campus.
  - o <u>Measurement:</u> Annual number of student club meetings held in the Services building by student clubs whose mission supports DEI
  - o <u>Measurement:</u> Budget allocated to student clubs whose mission supports DEI.
  - o Measurement: <u>Development of a comprehensive plan for utilization of the Services Building with stakeholder input that focuses on enhancing diversity, equity and inclusion in the student experience on campus.</u>

- Students will have the space and resources necessary to form social connections amongst diverse groups
  - o <u>Measurement:</u> Student Response on the CCSSE item 9(c)

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.

<u>Description</u>: Foster an inclusive and supportive culture between all members of the campus community through effective employee communication.

<u>Measurable Indicator of Success</u>: Inclusive Campus Communication

<u>Measurement:</u>
- Departmental and or campus climate survey

<u>Measurable Indicator of Success</u>: Part-time, temporary employee onboarding that includes issuance of email addresses for increased retention with greater sense of belonging and employment satisfaction with regular and timely communication.

<u>Measurement:</u>
- Annual surveys
- Employee turnover rate

Objective 2 - Improve practices related to support of all employees

<u>Description</u>: The College is dependent upon the quality, reputation and productivity of its faculty and staff. The College and more specifically, the HR Office will continue to engage in regular analysis and planning to ensure its services address the long-range needs of the college by reviewing the policies, procedures, and practices.

Measurable Indicators of Success: Improved policies and practices to attract, engage, develop, and sustain the faculty and staff, improving the integration of services and facilitating inclusive and consistent campus wide practices.

Measurements:
- Annual employee surveys
- Exit interviews
- Employee turnover rate

Measurable Indicators of Success: Standardized employee onboarding and offboarding processes to increase institutional knowledge by strengthening orientation and support programs for employees.

Measurement:
- Annual employee surveys
- Retention of faculty and staff

Objective 3 - Utilize appropriate evaluation tools to promote resource allocations.

Description: The College will demonstrate use of data to make informed strategic decisions for resource allocation.

Measurable Indicators of Success: The Board approved General Fund 15 percent *target* ending fund balance at fiscal year-end.

Measurement: General Fund ending fund balance at June 30th based on audited financial statement budgetary actual.

Measurable Indicators of Success: Program Prioritization for budgetary growth and sustainability.

Measurement: Evaluate programs annually utilizing shared governance to determine investment, continuation or elimination.

- Student FTE reports
- Enrollment data
- Economic outlook
- Program prioritization results
- Projections of future area growth (development of new programs)
- Climate survey
- Financial statement audit
- HR assessment report

Measurable Indicators of Success: Utilize technology by developing a system that improves customer service, streamlines workflows, reduces redundancy, and time-intensive processes.

Measurement:

- Utilization of software and updated forms
- Data collection of HR information such as:
    - Exit interview data
    - Why applicants decline offers
    - Time-to-fill and cost per hire information for recruitment
    - Development and tracking of workplace metrics
    - Performance management information