

# **Clatsop Community College Annual Mission Fulfillment Statement Academic Year 2025–26**

## **How We Assess Mission Fulfillment**

The College evaluates mission fulfillment each year through fifteen indicators in the Institutional Effectiveness Dashboard, drawn from the 2025–2030 Strategic Plan. The Strategic Plan Scorecard tracks progress on the Plan’s twenty-three objectives, while the Dashboard assesses whether we are fulfilling our mission.

The measures cover five areas: Student Access, Student Success, Reputation, Organizational Effectiveness, and Partnerships. Each has an established baseline and target. Together, they assess student preparation for employment or transfer, continued enrollment and progress, educational opportunities across our region, financial support, and a welcoming student experience.

Targets are informed by comparable regional peer data where available and by the College’s own performance expectations.

A measure is on track when it meets its performance target, with higher results preferred for some measures and lower results for others. Mission fulfillment requires at least 70 percent of all fifteen measures and at least 67 percent of the six Student Success measures to be on track.

## **Annual Assessment**

The 2025–26 academic year was the first full year of the College’s 2025–2030 Strategic Plan. Fourteen of the fifteen Dashboard measures met their targets (93 percent), including all six Student Success measures (100 percent). These results met the College’s established standard for mission fulfillment for the year.

## **Results**

The following sections summarize results across the Dashboard’s five areas. The accompanying tables show each measure’s baseline, target, and result for the 2025–26 assessment.

### ***Student Access***

Twenty-two percent of local high school graduates enrolled in Clatsop credential programs, above the target of 20 percent and up from a baseline of 14 percent. Adult learners made up 39 percent of enrollment, above the target of 30 percent but down from a baseline of 43 percent. The Adult Basic Skills to college transition rate increased from 12 percent to 18 percent, exceeding the target of 15 percent. Student Net Promoter Score was +61 against a target of +60.

| Institutional Measure                                                                                                                       | Baseline | Target | Status | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------|----------|--------|--------|----------|
| Percentage of local (service district) high school graduates enrolling in a credential program the academic year following their graduation | 14%      | 20%    | 22%    | ●        |
| % of adult learners (age 25-64)                                                                                                             | 43%      | 30%    | 39%    | ●        |
| Adult Basic Skills to college transition rate                                                                                               | 12%      | 15%    | 18%    | ●        |
| Student Net Promoter Score                                                                                                                  | +56      | +60    | +61    | ●        |

### ***Student Success***

All six Student Success measures met or exceeded their targets. Fall-to-Winter persistence was 81 percent, above the target of 71 percent, and Fall-to-Fall retention met the target of 43 percent. The three-year completion or transfer rate was 35 percent against a target of 34 percent. In their first year, 56 percent of students completed college-level writing and 33 percent completed college-level math, above targets of 39 percent and 32 percent, respectively. Thirty-six percent earned at least 30 credits in their first year, above the target of 33 percent.

| Institutional Measure                                                                    | Baseline | Target | Status | Progress |
|------------------------------------------------------------------------------------------|----------|--------|--------|----------|
| Fall-to-Winter Persistence                                                               | 78%      | 71%    | 81%    | ●        |
| Fall-to-Fall Retention                                                                   | 43%      | 43%    | 43%    | ●        |
| 3-Year Achievement Rate (complete or transfer)                                           | 33%      | 34%    | 35%    | ●        |
| Percentage of students completing a college-level writing course within their first year | 51%      | 39%    | 56%    | ●        |
| Percentage of students completing a college-level math course within their first year    | 25%      | 32%    | 33%    | ●        |
| Percentage of students earning 30+ credits in the first year                             | 36%      | 33%    | 36%    | ●        |

### ***Reputation***

Community Net Promoter Score increased from a baseline of -34 to +39, exceeding the target of +30. The ending fund balance was 13.46 percent of annual operating expenditures, above the target of 12.5 percent.

| Institutional Measure                             | Baseline | Target | Status | Progress |
|---------------------------------------------------|----------|--------|--------|----------|
| Community Net Promoter Score (NPS)                | -34      | +30    | +39    | ●        |
| Ending fund balance as percentage of expenditures | 11.7%    | 12.5%  | 13.5%  | ●        |

### ***Organizational Effectiveness***

Leadership turnover was 8 percent, below the maximum target of 10 percent. Employee Net Promoter Score was +23 against a target of +30, the only measure below target for the year. This was the first year of the employee survey, establishing a baseline for future comparisons. The next annual survey will take place during winter term 2027.

| Institutional Measure          | Baseline | Target | Status | Progress |
|--------------------------------|----------|--------|--------|----------|
| Leadership Turnover Rate (S&S) | 22%      | 10%    | 8%     | ●        |
| Employee Net Promoter Score    | +23      | +30    | +23    | ●        |

### Partnerships

Twenty-five industry or business partners provided financial or in-kind support, exceeding the target of 20 and increasing from a baseline of 16.

| Institutional Measure                                                          | Baseline | Target | Status | Progress                                                                            |
|--------------------------------------------------------------------------------|----------|--------|--------|-------------------------------------------------------------------------------------|
| Number of industry or business partners providing financial or in-kind support | 16       | 20     | 25     |  |

### Understanding Gaps in Student Outcomes

Meeting an overall target does not mean all students experience the same outcomes. The College's dashboards allow us to look at results by student group and identify gaps that may not be apparent in the overall numbers. Institutional Research will present an analysis at the December 2026 Board meeting, considering the size and reliability of these gaps and where additional support may help students succeed.

### Areas for Continued Improvement

Results from the first full year provide a foundation for continued improvement. Now in the second year of the framework, we will focus on strengthening our measures, documenting how results inform resource decisions, and assessing student success after graduation.

1. **Review our measures and targets.** Indicator definitions, targets, and peer comparisons will be reviewed periodically to ensure they remain meaningful and reliable.
2. **Strengthen the connection between results and resource decisions.** Results are shared with the Budget Advisory Committee during budget development and with Strategic Priority Groups as they review objectives. We will more clearly document how those results influence decisions and the resources committed to improvement.
3. **Measure success after graduation.** The Dashboard tracks completion or transfer but does not yet include a measure of students' success after graduation. Developing this measure will help us better understand how well students are prepared for employment and continued education.

### Reporting

This statement is shared with the Board of Education as part of the College's annual review of institutional effectiveness. It is accompanied by the Institutional Effectiveness Dashboard, Strategic Plan Scorecard, and public Student Success and Student Access dashboards. The Indicator Methodology explains how each measure is defined, its baseline and target, and any changes made to the data or calculations.

---

Jarrod Hogue, President

Date: \_\_\_\_\_