

Board Retreat



Clatsop
Community
College

Board of Education

Condensed Summary of CCC Board Self-Evaluation & Performance Survey 100% Participation - 7 Responses over 33 Days

1. Board Performance Overview (Questions 4–14)

General pattern: Most ratings fall between *Somewhat Satisfied* and *Very Satisfied*. A few areas show mixed satisfaction and potential improvement needs.

Mission & Planning

- **Support for College Mission:** 57% *Very Satisfied*, 43% *Somewhat Satisfied* Strong alignment with mission.
- **Institutional Planning:** 43% *Very Satisfied*, 43% *Somewhat Satisfied*, 14% *Somewhat Dissatisfied* Mixed confidence; planning processes may need clarity or strengthening.

Resources

- **Ensuring Adequate Resources:** 43% *Very Satisfied*, 43% *Somewhat Satisfied*, 14% *Somewhat Dissatisfied* Generally positive, but some concern about resource sufficiency.
- **Managing Resources Effectively:** 29% *Very Satisfied*, 57% *Somewhat Satisfied*, 14% *Somewhat Dissatisfied* This is one of the weaker areas; half of respondents express dissatisfaction.

Programs & Services

- **Monitoring Quality & Effectiveness:** Responses evenly spread, including some dissatisfaction. Indicates inconsistent perceptions of oversight effectiveness.

Public Standing

- **Enhancing Public Standing:** 29% *Very Satisfied*, 57% *Somewhat Satisfied*, 14% *Somewhat Dissatisfied* This is an area of concern, with roughly half of respondents indicating dissatisfaction.

Integrity & Accountability

- **Legal/Ethical Integrity:** 43% *Very Satisfied*, 43% *Somewhat Satisfied*, 14% *Somewhat Dissatisfied* Confidence in ethical governance.
- **Recruiting & Orienting Members:** 43% *Very Satisfied*, 57% *Somewhat Satisfied* No concerns expressed.

Governance vs. Management

- 43% *Very Satisfied*, 14% *Somewhat Satisfied*, 43% *Neutral* Generally positive, with some uncertainty about boundaries.

Holding Members Accountable

- 43% *Very Satisfied*, 43% *Somewhat Satisfied*, 14% *Somewhat Dissatisfied* Accountability is a mixed area with room for improvement.

Participation in Mission Activities

- 43% *Very Satisfied*, 43% *Somewhat Satisfied*, 14% *Somewhat Dissatisfied* Relatively strong engagement.

2. Open-Ended Comments (Board Performance)

- Strengths: *Intelligent, dedicated board members; strong commitment to mission; collaborative culture.*
- Concerns: *Need to follow policies consistently; improve communication; clarify roles; strengthen planning and accountability.*

3. Individual Board Member Self-Ratings (Questions 16–28)

Overall pattern: Very high self-ratings across all categories.

Mission, Ethics, and Responsibilities

- **Support for Mission:** 4.71 *avg*
- **Understanding Legal/Ethical Duties:** 4.57 *avg*
- **Avoiding Conflicts of Interest:** 5.00 *avg*
- **Speaking with One Voice:** 5.00 *avg*

Engagement & Participation

- **Contributing Time/Skills:** 4.14 *avg*
- **Meeting Attendance:** 4.57 *avg*
- **Reading Materials & Preparation:** 4.43 *avg*
- **Following Up When Absent:** 4.43 *avg*

Representation & Advocacy

- **Explaining Importance of College:** 4.86 *avg*

Committee Leadership

- **Understanding Committee Responsibilities:** 5.00 *avg*

Governance Understanding

- **Knowing Difference Between Board & Staff Roles:** 4.86 *avg*

Satisfaction with Board Service

- **Enjoyment & Commitment:** 5.00 *avg*

4. Open-Ended Comments (Self-Evaluation)

- Appreciation for fellow board members
- Recognition that board service is an evolving learning process
- Desire for continued improvement and engagement

1. What did the board do well? Please think of and write down in as much detail as you want two items/activities/attributes/behaviors of the Board/its members that added to your own productivity as a board member and to the productivity of the Board.

1	It appears that the Board members are good listeners and make thoughtful, constructive recommendations. The Board members are great ambassadors in the community.
2	I feel like as a whole, the board has become more respectful and works in a spirit of cooperation.
3	1. That we can come to agreement on issues respectively after open discussion of the issues and move on to the next agenda item in a timely manner. 2. Board members come prepared and have read the items and written reports in the board packet.
4	The board members get along well with each other.
5	The Boards most significant thing it has done well was the hiring of the President. The importance of good institutional leadership is required for short and long term viability of CCC. The Board participated and approved the adoption of a truly balanced 2025-26 budget. This budget took into consideration the changing world that CCC exists in.
6	Cooperation & working well together.

2. What did the board do poorly? Please think of and write down in as much detail as you want one of the same (activity, attributes/behaviors) that you feel limited your own productivity and/or the board's productivity.

1	Have not been on the Board long enough to make any comments.
2	Sometimes I feel like we don't have much of a function and don't do much except have meetings.
3	On Occasion, the board will get sidetracked on issues that are admin responsibility, not the boards.
4	Attendance of some board members could be better.
5	The Board has not yet fully embraced its roll in setting the tone for CCCs future. We are very aware of what is happening in the present but have not taken this same knowledge and applied it to constructive future actions.

6	Not following up with projects, suggestions and requests.
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3. What shall we work on? Please identify 0, 1, 2, or 3 work items for the board (or its sub-committees) to address this year outside of its usual mandated activities. Do not include strategic planning activities as they should be covered by the strategic planning process. The usual mandated activities include budget process and evaluation of the President.

1	More outreach in the community and civic groups showcasing CCC programs and future plans.
2	I think it would be nice if the board did some sort of beautification day before the start of fall term.
3	Individually ask the President are there areas where we could help because of contacts we may have or expertise in a particular area. Take advantage of the Presidents offer to meet one on one each month.
4	Realistically planning for the future. More involvement with determining present and future integration with the surrounding communities to better determine community needs.
5	Improve public relations with the residents of Clatsop County. Improve marketing for the college.

President's Self-Evaluation 2025–26 Reflection

Over a year ago, I developed a vision of what mission fulfillment looks like at Clatsop Community College. At its core, that vision was simple: Clatsop should be recognized not only as an affordable and convenient option for higher education, but as a vital asset to our region. A college that expands opportunity, strengthens the workforce, supports local economic development, and empowers students to reach their full potential.

That vision continues to serve as a compass for my leadership. When faced with difficult decisions about programs, staffing, facilities, finances, or partnerships, I return to the same questions. Are we improving outcomes for students? Are we creating pathways to family wage careers and university transfer? Are we supporting students who face barriers? Are we being responsible stewards of public resources? Are we strengthening the long-term sustainability of the institution?

As I reflect on the past year, we made meaningful progress toward that vision. We still have significant work ahead, and there are areas where we fell short. However, the College is stronger, more focused, and better positioned to fulfill its mission than it was a year ago.

Accreditation and Institutional Effectiveness

One of my primary goals was resolving the NWCCU warning and strengthening the College's planning, assessment, and institutional effectiveness.

Much of the summer of 2025 was spent refining the Strategic Plan and preparing the Ad Hoc Report. That work required us to demonstrate that the College is planning, assessing, measuring, and adjusting in ways expected of strong institutions.

The work culminated in a campus visit and the removal of the accreditation sanction. This accomplishment belongs to the institution, but I am proud of the role I played in helping guide the process and build stronger systems for planning and accountability.

One of our greatest opportunities remains improving how we understand and use program outcomes, student success data, and performance measures. Still, we are much further along than we were a year ago and have a stronger foundation for continuous improvement.

This summer, the College will prepare and submit its Seven-Year Evaluation Report to the NWCCU, followed by a peer evaluation visit in the fall. Unlike the work associated with the warning, which focused heavily on planning and process, this review will require us to demonstrate outcomes and institutional effectiveness. I believe we are better prepared than we have been in years, but the review will also challenge us to continue improving how we measure student success, evaluate program effectiveness, and use data to inform decisions.

Student Success and Community Impact

A central theme of my mission fulfillment statement was that students should feel supported academically, professionally, and personally.

This year we continued investing in services that help students overcome barriers and stay enrolled. The re-establishment of the STEP Grant, growth with our Foundation, continuation of benefits navigation, continued support of the food pantry, and the implementation of our First-Generation Student Success Grant, and partnership with the Sunset Empire Transportation District all support that work.

We also made progress in listening to our stakeholders. For the first time, we established a regular cadence of student, employee, and community surveys. That matters. If we are serious about improvement, we need to ask people how we are doing and be willing to respond.

The results have been encouraging. Community Net Promoter Score improved from -34 in 2024 to +20 in 2025 and +39 in 2026. Student survey results have also remained strong, showing improvement. While no single metric defines success, these trends demonstrate growing confidence in the College.

Enrollment challenges and increased costs remain as our greatest challenges in higher education. While we did not see the growth, we largely stabilized enrollment during a difficult period for higher education. Gains in some areas were offset by losses in others, particularly in maritime programming. I believe we have strengthened the foundation needed for future enrollment gains and, at a minimum, better positioned the College to counter projected demographic declines in high school graduates.

Workforce Development and Partnerships

Clatsop Community College fulfills its mission when students leave prepared for employment, transfer, and community leadership.

This year we strengthened relationships with school districts, employers, especially healthcare providers, local governments, and nonprofit organizations. Those partnerships helped bring new resources to the College and created new opportunities for students.

One of my goals was to explore opportunities for Allied Health expansion. After initial analysis, it became clear that some ideas, particularly RN program expansion, would be difficult to sustain given instructional costs and Oregon State Board of Nursing student to instructor ratio requirements.

Rather than continue down a path that appeared financially challenging, we adjusted course based on workforce demand, partner interest, and available resources. Through conversations with Providence, Columbia Memorial Hospital, local school districts, and regional partners, we identified Medical Assistant training as a more immediate and sustainable opportunity.

As a result, Clatsop Community College, in partnership with Providence, Seaside School District, and Northwest Regional ESD, received an Oregon Health Authority grant to expand Medical Assistant training into South County high schools.

While this was not the exact outcome some envisioned, I believe it reflects sound decision making. The opportunity responds to workforce needs, creates pathways for local students, leverages external funding, and advances healthcare training in our region.

Another important accomplishment was the realignment and rebuilding of Fire Science and EMT programming. While still early, I believe this work has positioned both programs for greater long-term success.

Fiscal Stewardship

Strong stewardship of public resources remains one of my most important responsibilities. Despite flat enrollment, rising benefit costs, and increasing operating expenses, the College remains financially stable. As of June, every indication is that we will end the year in a stable position while maintaining reserves and continuing to invest in strategic priorities.

We dedicated resources to deferred maintenance, instructional equipment, technology, and facility improvements while preserving the College's ability to respond to future challenges.

That progress came with difficult decisions. For the third consecutive year, the College reduced positions and scaled back some services. These decisions were painful and understandably generated concern. However, I believe they were necessary to protect the long-term health of the institution and preserve core services for students.

We have become more disciplined in aligning resources with strategic priorities and mission fulfillment. There is always room to improve, but the College is making more intentional decisions than it was several years ago.

Innovation and Organizational Effectiveness

For the first time in years, the College made substantial investments in technology, facilities, and instructional equipment.

We expanded HyFlex classroom technology with more than a dozen systems, invested in equipment across multiple instructional programs, established the IDEAL Lab, and addressed deferred maintenance needs. In partnership with the Foundation and generous donors, we also secured resources for new instructional equipment supporting workforce training and career and technical education, such as our new laser welder

We also began planning for future programming in artificial intelligence which could support both students and staff in their technology adoption. We are also expanding the use of digital workflows.

This work is still in the early stages, but we cannot afford to ignore tools that may help us work more efficiently. At the same time, the human relationships remain central to our work.

This year also included important work in labor relations. We successfully renegotiated a collective bargaining agreement with the Classified Association and made positive progress toward a new agreement with the full-time faculty association. Both efforts required balancing financial reality with fairness to employees.

We want Clatsop Community College to be a great place to work. That means being thoughtful about compensation, workload, communication, and trust. A priority for me has been building more equity into cost-of-living increases across the campus, so employee groups are not treated in isolation from one another, and our compensation decisions better reflect the institution as a whole.

I take very little personal credit for these accomplishments. They reflect the work of faculty, staff, donors, and community partners. My role has been to support innovation, remove barriers, and encourage a willingness to try new approaches.

Leadership, Governance, and Areas for Growth

I believe my relationship with the Board has continued to improve. I have become better at distinguishing between individual perspectives and the direction established by the Board as a whole. I have also become more comfortable receiving difficult feedback and using it constructively.

There are also areas where I can improve.

My decision to directly oversee portions of the MERTS operation as a cost saving measure was not sustainable. It helped bridge a leadership gap and reduced costs, but I could not devote the time and attention those programs deserved. A more permanent solution will be necessary.

I have also spent more time thinking about whether we are trying to do too much. We are a small college with ambitious goals, strong community expectations, and no shortage of opportunities. New partnerships, grants, programs, and initiatives are exciting, but every new effort requires time, attention, and resources. As President, I continue to ask whether our students and community would be better served if we focused on doing a smaller number of things exceptionally well rather than continually expanding our reach.

I also recognize that some of the staff cuts programmatic decisions generated uncertainty, frustration and concern. I remain confident those decisions were supported by data, trends, labor market information, and institutional priorities, but I could have done a better job communicating the rationale and long-term vision.

Finally, while we have made substantial progress in planning and assessment, creating a truly data informed culture remains one of our greatest opportunities for improvement.

Looking Ahead

When I think about mission fulfillment, I think about students who complete a credential and secure a family wage job. I think about students who transfer efficiently and successfully to a university. I think about students facing financial hardship who receive support when they need it most. I think about employers who trust the quality of our graduates. And I think about a community that views Clatsop Community College as an indispensable regional asset. I believe we are moving closer to that vision.

We continue to face significant challenges, including enrollment pressures, funding constraints, workforce shortages, and rising operating costs. Those realities are unlikely to disappear soon.

At the same time, we have a clearer strategic direction, stronger planning processes, improved community perception, stronger partnerships, renewed confidence from our accreditor, and a more stable financial foundation.

Progress is rarely as fast as we would like, but the institution is moving forward. Most importantly, I believe Clatsop Community College is better positioned today than it was one year ago.