



February 18, 2022

Dr. Chad Emerson Hickox
President
Walla Walla Community College
500 Tausick Way
Walla Walla, WA 99362

Dear President Hickox:

Attached please find the Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of Walla Walla Community College's Fall 2021 Policies, Regulations, and Financial Review. The attached review report documents areas where the institution was found to be in compliance with the NWCCU Standards for Accreditation and where additional opportunities for improvement exist. Please note that the Year Seven Evaluation of Institutional Effectiveness (EIE) Evaluation Team will receive a copy of this review report, as will the NWCCU Board of Commissioners for consideration at your institution's EIE accreditation appearance before the Commission in approximately one year's time.

NWCCU asks that you address any areas of needed improvement that the PRFR Evaluation Committee has noted in this review report in your EIE self-evaluation. Please feel free to reach out to your NWCCU Staff Liaison if you have further questions.

Standards in Need of Improvement

- Finding 1: Fall 2021 Policies, Regulations, and Financial Review - The following standards are areas where improvement is needed. (2020 Standard(s) 2.A.1; 2.A.4; 2.B.1; 2.B.2; 2.C.1; 2.C.2; 2.C.3; 2.C.4; 2.D.1; 2.E.2; 2.E.3; 2.F.2; 2.F.3; 2.G.4; 2.G.6; 2.G.7; 2.H.1; 2.I.1)

Future Evaluations

- Year 7 - Evaluation of Institutional Effectiveness Fall 2022
 - Finding 1: Fall 2021 Policies, Regulations, and Financial Review

Thank you for your commitment to the process of peer evaluation and continuous quality improvement. If you have questions about any of the information in this letter, please contact your staff liaison, Dr. Mac Powell, at mpowell@nwccu.org.

Sincerely,

Mac Powell
Senior Vice President

cc: Dr. Jessica Noel Clark, Vice President of Instruction

Panel Report for Walla Walla Community College

Standard 2: Governance, Resources, and Capacity



The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

Criteria for Review (1)	Evidence (2)	Team Verification (3)
<p>2.A.1 The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.</p>	<p><input checked="" type="checkbox"/> Institutional governance policies and procedures <input checked="" type="checkbox"/> System governance policies and procedures <input checked="" type="checkbox"/> Multiple board governing policies and procedures (if applicable) <input type="checkbox"/> Board's calendar for reviewing institutional and board policies and procedures <input checked="" type="checkbox"/> Bylaws and Articles of Incorporation referencing governance structure</p>	<p><input type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>There is an institution board of trustees and a system board. Both duties and responsibilities for both boards are defined and governed by state statute and administrative code. In addition, the institution has internal governing policies. A Board calendar for reviewing institutional and board policies/procedures is in development.</p>		
<p>2.A.2 The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.</p>	<p><input checked="" type="checkbox"/> Leadership organizational chart <input checked="" type="checkbox"/> Curriculum vitae of executive leadership</p>	<p><input type="checkbox"/> S Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>The Executive Leadership Team (ELT) is almost entirely new due to attrition and newly approved cabinet level positions. The president was appointed May 2020 after the untimely death of his predecessor. The vice president of instruction has been on the job less than a year. Vice president of student services and director of marketing are new positions and unfilled as of 9/15/2021. This amount of new talent presents opportunities and challenges for the college.</p> <p>The role of the ELT is strategic in nature: addressing institutional changes and assessing institutional effectiveness and achievements. We are told the college's board of trustees has "tasked the ELT this year to reevaluate the structure and reassign roles and responsibilities appropriately." Accordingly, the ELT "is in the process of redefining itself and will need to work on articulating and codifying its role and responsibilities at the institution."</p> <p>The PRFR notes concern about Vice President of Enrollment Services' span of control, which may be unsustainable.</p>		
<p>2.A.3 The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an <i>ex officio</i> member of the governing board(s) but may not serve as its chair.</p>	<p><input checked="" type="checkbox"/> Curriculum vitae of President/CEO</p>	<p><input type="checkbox"/> S Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>

<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>The president has significant higher education teaching, administrative and leadership experience. His appointment in May 2020 provided for continuity of operations of the college following the death of his predecessor during one of the most significant disruptions in core operations ever experienced by American higher education. Washington State Administrative Code designates the president as the board secretary.</p>		
<p>2.A.4 The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.</p>	<p><input checked="" type="checkbox"/> Institutional governance policies & procedures (see 2.A.1)</p>	<p>S Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC's Governance Council "is an advisory board on college-wide issues." The Council is composed of students, employees, and representatives, with the primary role of facilitating "participation in the overall governance of the College. The Council functions as a conduit of information between the President, Executive Leadership Team, and our college community." Budget cuts, communications, campus culture, and strategic planning are examples of issues addressed by the Council.</p> <p>The Council was created administratively and is not codified in institutional policy. However, the College "is working thoughtfully and strategically to improve its decision-making structure. In collaboration with Governance Council, the President plans to create a charter-like process for the creation of committees. Utilizing this process will help councils/committees spell out their purpose, representation, and terms of service. It will also help the institution align existing committees under a) the new organizational structure and b) the new Strategic Plan. This will also allow the President to clearly articulate in a new policy and procedure the roles of councils and committees in decision-making at WWCC." Governance policy is needed to comply with this standard.</p>		
<p>2.B.1 Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.</p>	<p><input type="checkbox"/> Academic freedom policies and procedures</p>	<p><input type="checkbox"/> Compliant S Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Statements of academic freedom appear in the WWCC Faculty Handbook, the negotiated collective bargaining agreement with faculty, and Student Code of Conduct. However, there are no principles of academic freedom codified in board or college policy. The College has committed to drafting a formal Policy Statement on Academic Freedom during Fall 2021.</p>		
<p>2.B.2 Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.</p>		<p><input type="checkbox"/> Compliant S Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>College mission and values are mentioned in the faculty contract and handbook, and student code of conduct. The board policy on college values includes the following statement on learning opportunities: "We value learning and encourage students to acquire a rich and wide body of knowledge as well as a love of their chosen discipline. We provide an environment that fosters active learning and the support services necessary to help all students achieve their potential. Everything we do is focused on expanding student access, retention, and completion." However, the college disclosed that "[t]here is no board or administrative policy protecting WWCC's long-standing practice of promoting an environment that supports independent thought in the pursuit and dissemination of</p>		

<p>knowledge.” The College began work on a policy in Winter 2018, but sidelined by other exigencies. In July 2020, “new recommendations for a policy/procedure pertaining to expressive activities. This model policy has been reviewed by administration but has not yet been reviewed/discussed or adapted for an institutional policy or procedure.” An academic freedom policy is needed to comply with this standard.</p>		
<p>2.C.1 The institution’s transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.</p>	<p><input type="checkbox"/>Transfer of credit policies procedures</p>	<p><input type="checkbox"/>Compliant S Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team’s rationale for rating this institution as we did.</p> <p>The College has a Transfer-of-Credit statement in its catalog, but during the 2021-2022 academic year these statements will be adopted as official policies and/or procedure statements. The College complies with the statewide policy on Intercollege Transfer and Articulation among Washington Colleges and Universities.</p>		
<p>2.C.2 The institution’s policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.</p>	<p><input checked="" type="checkbox"/>Documentation of students’ rights and responsibilities policies and procedures, which include: <input checked="" type="checkbox"/>Academic honesty <input checked="" type="checkbox"/>Appeals, grievances <input type="checkbox"/>Accommodations for persons with disabilities (Student handbook or Catalog; links to webpages – please note specific pages or areas)</p>	<p><input type="checkbox"/>Compliant S Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team’s rationale for rating this institution as we did.</p> <p>Student Code of Conduct is codified in Washington Administrative Code. The College also has a documented Grievance Procedure for Instructional Issues, a statement of student rights and responsibilities, and a Discrimination and Harassment Policy and Grievance Procedure. A policy for Accommodations for Persons with Disabilities is in development (planned for 2021-2022 academic year).</p>		
<p>2.C.3 The institution’s academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution’s expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.</p>	<p><input type="checkbox"/>Policies and procedures for recruiting, admitting, and placing students (If Catalog, please note specific pages.) <input checked="" type="checkbox"/>Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures (If Catalog, please note specific pages.)</p>	<p><input type="checkbox"/>Compliant S Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team’s rationale for rating this institution as we did.</p> <p>WWCC is an open-access institution as mandated by state law. The Catalog has three brief paragraphs about the placement process, but there is no extant placement policy. The most specific explanation about placement was found in WWCC’s PRFR Report (There are various tools in use to establish academic preparedness and appropriate placement for entering students. Placement is based on degree pathway, previous assessments such as ACT, SAT, or SBAC, and high school and college transcripts. Unofficial copies of these documents will be reviewed through a Placement Survey. If placement cannot be determined based on these documents, students will take an ACCUPLACER exam to determine their placement.”).</p> <p>WWCC Academic Standards Policy provides for continuation, termination, re-entry and appeal. The right to appeal academic suspension is established in policy, but there is no information about timelines/deadlines for filing appeal.</p>		

<p>2.C.4 The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.</p>	<p><input checked="" type="checkbox"/>Policies/procedures regarding secure retention of student records, i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies</p>	<p><input type="checkbox"/>Compliant <input checked="" type="checkbox"/>Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC has a thorough Confidentiality of Student Records policy which addresses each of requirements under this standard. The Catalog and Faculty Handbook also has supporting documentation on student records privacy. Reviewer did not find information about how long student records are retained.</p>		
<p>2.D.1 The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.</p>	<p><input type="checkbox"/>Policies/procedures/ for reviewing published materials (print or websites) that assures institutional integrity</p>	<p><input type="checkbox"/>Compliant <input checked="" type="checkbox"/>Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC PRFR Report includes the following statement: "WWCC's primary academic publications that house information pertaining to the College's academic intentions, programs, and services are the College Catalog, eSchedule, and the College Website. At present time, the college does not have an established policy or procedure for creating, managing, revising any of its publications" Polices/procedures for reviewing published material (print or websites) that assures institutional integrity are planned for development during 2021-2022 academic year. The new Director of Marketing and Communications (vacant since 2017) will lead this effort and the PRFR requests that the institution share progress in its EIE.</p>		
<p>2.D.2 The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.</p>	<p><input checked="" type="checkbox"/>Policies/procedures for reviewing internal and external complaints and grievances</p>	<p><input checked="" type="checkbox"/>Compliant <input type="checkbox"/>Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>State ethics law and WWCC policies establish high ethical standards for students, faculty, administrators and staff. There are formal, established processes for address complaints and grievances for all students, employees, and community members.</p>		
<p>2.D.3 The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.</p>	<p><input checked="" type="checkbox"/>Policies/procedures prohibiting conflict of interests among employees and board members</p>	<p><input checked="" type="checkbox"/>Compliant <input type="checkbox"/>Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Board and Administrative policies establish standards for ethical conduct, including conflicts of interest. The state's ethics law also applies to college trustees and staff.</p>		
<p>2.E.1 The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.</p>	<p><input checked="" type="checkbox"/>Policies/procedures that articulate the oversight and management of financial resources <input checked="" type="checkbox"/>Latest external financial audit including management letter <input checked="" type="checkbox"/>Cash flow balance sheets <input checked="" type="checkbox"/>Audited financial statements</p>	<p><input checked="" type="checkbox"/>Compliant <input type="checkbox"/>Needs improvement <input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>

	<input checked="" type="checkbox"/> Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments <input checked="" type="checkbox"/> Significant contracts/grants <input checked="" type="checkbox"/> Endowment and giving reports <input type="checkbox"/> Investment revenue	
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>The Washington State Auditor's Office is selected by the State Board of Community and Technical Colleges (SBCTC) to conduct an annual external audit of WWCC. The College's budget status of its operating fund is reported to the Board of Trustees monthly.</p> <p>Board policy requires the College to maintain a "general fund operating reserves will be based on seventeen percent (17%) of the College's operating budgeted expenditures." This is a very healthy reserve by industry standards. In addition, the College must "maintain three percent (3%) of the budgeted operating expenditures within its discretionary fund balances as a reserve to allow for adequate cash flow and fluctuations in revenue and/or expenditure amounts in any given fiscal year. Only the Board of Trustees can authorize a reserve of less than 17% and 3% respectively, for any one fiscal year at a time."</p> <p>It appears the college is heavily reliant on the SBCTC and/or state financial policies. Reviewers observe that more internal (board or college) financial policies may be helpful. Investment Revenue policy not applicable.</p>		
<p>2.E.2 Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.</p>	<input checked="" type="checkbox"/> Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds	<input type="checkbox"/> Compliant <input checked="" type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>The Executive Leadership Team reviews and prioritizes the department and then division-level budget proposals against the Strategic Plan and the college mission. A final proposed budget is shared with the Governance Council and the campus community, providing an opportunity for them to review, comments and suggestions. WWCC plans to create a Budget Advisory Council which will "work with senior management and the Governance Council to provide transparency in the development and adoption of annual operating budgets." The Budget Advisory Council will be empowered to bring financial needs to the attention of management for consideration and to help community budgetary decisions to affected stakeholders. Importantly, the Budget Advisory Council will be an advisory body, thus preserving the authority of management to make resource allocation decisions. The College is working towards longer-range planning than the annual budget development process. While not listed among the Exhibits, Board Policy 1006 specifically addresses Financial Planning/Forecasting which is germane to this Standard. Policies are needed on debt management, transfers and borrowing between funds.</p>		
<p>2.E.3 Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.</p>	<input type="checkbox"/> Description of internal financial controls <input checked="" type="checkbox"/> Board approved financial policies, state financial policies, or system financial policies	<input type="checkbox"/> Compliant <input checked="" type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Description of internal financial controls to be developed during 2021-2022 academic year. WWCC represented that it follows Board-approved, System-approved and State-approved financial policies, procedures and manuals. Examples of state financial controls that the institution exercises would be helpful for reviewers.</p>		
<p>2.F.1 Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.</p>	<input checked="" type="checkbox"/> Human resource policies / procedures <input checked="" type="checkbox"/> Policies/procedures related to teaching, scholarship, service, and artistic creation	<input checked="" type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit

	<input checked="" type="checkbox"/> Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination	
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Employee benefits, rights and responsibilities are documented in HR policies, employee handbooks, and collective bargaining agreements.</p>		
<p>2.F.2 The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.</p>	<input type="checkbox"/> Employee professional development policies/procedures	<input type="checkbox"/> Compliant <input checked="" type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC explained that a "Professional Development Plan is required of probationary, tenured, and special funding annual faculty. ... The Professional Development compliance period is three years. ... A minimum of sixty hours of professional development is required over the compliance period." Where documentation of these requirements resides is unknown. No policies for professional development were provided. Classified employees can "submit written requests to the supervisors for training and employee development, including the specific training, the schedule, and costs. The College provides release time for each employee to participate in training and development activities. If approved, release time is provided both off-campus and on-campus professional development and training, where appropriate for an individual employee's training needs." No exhibit was provided documenting this process.</p>		
<p>2.F.3 Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.</p>	<input checked="" type="checkbox"/> Documentation about engagement and responsibilities specified for faculty and staff, as appropriate <input type="checkbox"/> Personnel hiring policy/procedures <input checked="" type="checkbox"/> Academic organizational chart <input checked="" type="checkbox"/> Administrator/staff /faculty evaluation policies/procedures	<input type="checkbox"/> Compliant <input checked="" type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Faculty and employee handbooks document engagement and responsibilities, and collective bargaining agreements define procedures for classified employee and faculty selection and evaluation. The College is developing a hiring policy and procedure for all employee categories.</p>		
<p>2.F.4 Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.</p>	<input checked="" type="checkbox"/> Administrator/staff/faculty evaluation policies/procedures	<input checked="" type="checkbox"/> Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>The collective bargaining agreements define procedures for classified employee and faculty selection and evaluation.</p>		

<p>2.G.1 Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.</p>	<p><input checked="" type="checkbox"/> Listing of programs and services supporting student learning needs</p>	<p>S Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC's short-term (2021-23) Strategic Plan is directly responsive to focusing on "equity and closure of equity gaps in achievement." The strategic plan includes two pillars germane to 2.G.1.: provide high-quality pathways for education and training for all students to meet the needs of our communities; and be welcoming, inclusive, supportive of, and responsive to all communities we serve. WWCC documented robust, student-centered academic success supports including Guided Pathways, TRiO, Tutoring and Learning Center.</p>		
<p>2.G.2 The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.</p>	<p><input checked="" type="checkbox"/> Catalog (and/or other publications) that provides information regarding:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Institutional mission <input checked="" type="checkbox"/> Admission requirements and procedures <input checked="" type="checkbox"/> Grading policy <input checked="" type="checkbox"/> Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion <input checked="" type="checkbox"/> Names, titles, degrees held, and conferring institutions for administrators and full-time faculty <input checked="" type="checkbox"/> Rules and regulations for conduct, rights, and responsibilities; <input checked="" type="checkbox"/> Tuition, fees, and other program costs <input checked="" type="checkbox"/> Refund policies and procedures for students who withdraw from enrollment <input checked="" type="checkbox"/> Opportunities and requirements for financial aid <input checked="" type="checkbox"/> The academic calendar (See 2.C.2) <p>(Student handbook or Catalog; links to webpages – please note specific pages or areas)</p>	<p>S Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Catalog contains all required evidence and information.</p>		
<p>2.G.3 Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.</p>	<p><input checked="" type="checkbox"/> Samples of publications and other written materials that describe:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. <input checked="" type="checkbox"/> Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials. 	<p>S Compliant <input type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit</p>

<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Sufficient sample materials provided.</p>		
<p>2.G.4 The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.</p>	<p><input checked="" type="checkbox"/>Published financial aid policies/procedures including information about categories of financial assistance (Student handbook or Catalog; links to webpages – please note specific pages or areas)</p> <p><input checked="" type="checkbox"/>Information to students regarding repayment obligations</p> <p><input type="checkbox"/>Policies / procedures for monitoring student loan programs</p>	<p><input type="checkbox"/>Compliant</p> <p>S Needs improvement</p> <p><input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Policies/procedures for monitoring student loan programs to be developed in 2021-2022 academic year.</p>		
<p>2.G.5 Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.</p>		<p>S Compliant</p> <p><input type="checkbox"/> Needs improvement</p> <p><input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Referenced exhibits are satisfactory.</p>		
<p>2.G.6 The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.</p>	<p><input checked="" type="checkbox"/>Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages – please note specific pages or areas)</p> <p><input type="checkbox"/>Systematic evaluation of advising</p> <p><input type="checkbox"/>Professional development policies / procedures for advisors</p>	<p><input type="checkbox"/>Compliant</p> <p>S Needs improvement</p> <p><input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC employs mandatory/intrusive advising. New students are assigned an advisor, which is re-evaluated upon changes in educational goals or pathways. Degree-seeking students are also assigned to specific advisors. WWCC deploys a "shared model of Academic Advising" consisting of Advisors (program agnostic), Navigators (program/pathway specific), and Faculty Advisors. As a general practice, all advisors are required to complete the Advisor Certification Training before being assigned advisees, with Advising Updates training every quarter. Semi-annual intensive training is offered regarding specific topics, practices, or instructional changes that impact the nature of advising. Professional development policies/procedures for advisors are in development (2021-2022 academic year). A process for systematic evaluation of advising is also in development.</p>		
<p>2.G.7 The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures that the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.</p>	<p><input type="checkbox"/>Policies/procedures for ensuring identity verification for students enrolling in distance education courses</p>	<p><input type="checkbox"/>Compliant</p> <p>S Needs improvement</p> <p><input type="checkbox"/>Additional Onsite Evaluation Required within the EIE year seven visit</p>

<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>Policies and/or procedures for ensuring identity verification for students enrolling in distance education courses are in development (2021-22 academic year).</p>		
<p>2.H.1 Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.</p>	<input checked="" type="checkbox"/> Procedures for assessing adequacy of library collections <input checked="" type="checkbox"/> Library planning committee and procedures for planning and collection development <input type="checkbox"/> Library instruction plan; policies/procedures related to the use of library and information resources <input type="checkbox"/> Library staffing information; policies/procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process	<input type="checkbox"/> Compliant <input checked="" type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC's Library Selection policy provides that "a faculty advisory committee will aid the professional library staff in selection of materials." The Library also has Collection Development statement on its website. The Library serves as a resource for information literacy and instructional support. While there are no policies/procedures documenting these supports, the WWCC report details a number of programs and services provided to students and faculty to improve teaching and learning outcomes. WWCC's PRFR Report provided the following forward-looking explanation: "The Director of Library Services will develop a strategic work plan for 2021-2023, which will include a plan for submitting the library's policies and procedures to the administration and/or the Board of Trustees (as appropriate) for formal adoption. In addition, together the Director of Library Services and the Vice President of Instruction will review and update the existing policy/procedures for Library Services (i.e., Policy 6540 which has not been reviewed or revised since 1974). The review and creation of policies and procedures for the library will also involve the creation of a Library Advisory Council, consisting of faculty and librarians"</p>		
<p>2.I.1 Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.</p>	<p>Facilities master plan, including</p> <input type="checkbox"/> Equipment replacement policies/procedures <input type="checkbox"/> Procedures for assessing sufficiency of physical facilities <input checked="" type="checkbox"/> Policies and procedures for ensuring accessible, safe, and secure facilities <input checked="" type="checkbox"/> Policies/procedures for the use, storage, and disposal of hazardous waste <input checked="" type="checkbox"/> Technology master plan and planning processes	<input type="checkbox"/> Compliant <input checked="" type="checkbox"/> Needs improvement <input type="checkbox"/> Additional Onsite Evaluation Required within the EIE year seven visit
<p>RATIONALE: This is our team's rationale for rating this institution as we did.</p> <p>WWCC lacks equipment replacement policies/procedures, and procedures for assessing sufficiency of facilities -- to be developed (planned for 2021-2022 academic year)</p>		
<p>Concluding Comments:</p> <p>WWCC's PRFR self-assessment revealed a lack of policies and/or procedures in number of areas required by NWCCU. However, the College is fully transparent about these voids, and it is working to develop responsive policies over the course of the current academic year.</p> <p>WWCC's budget assumes 15% enrollment growth (AAFTE) for the current academic year, notwithstanding a persistent trend line of declines in enrollment dating back to 2016-17. The College's state allocation significantly exceeds its enrollment, which puts the institution at risk for re-basing. Indeed, the FY 2021-22 budget document acknowledges "[a]s the distance increases between WWCC's actual enrollment and its state funding allocation, we need to anticipate and be prepared for re-basing to occur." Nationally, most community colleges experienced precipitous enrollment drops in 2020-21, and many are continuing to experience declines this fall. Therefore, WWCC's 2021-22 budget based on projected double-digit enrollment gains for 2021-22 is cause for concern for the Review Panel.</p> <p>The Review Panel commends WWCC for the format of their Six Year Report. The layout was very user friendly. By including Exhibits at the end of each standard, reviewers did not have to hunt for required evidence.</p>		