NWCCU Ad Hoc Report

SCIENCE

August 31, 2023

WALLA WALLA COMMUNITY COLLEGE

Shape Your Future

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INTRODUCTION

In October 2022, Walla Walla Community College (WWCC) hosted a Northwest Commission on Colleges and Universities (NWCCU) evaluation team related to the Year Seven Self-Evaluation Report, previously submitted to the commission on August 15, 2022. Following the site visit, the commission provided a summary of findings and recommended actions in a letter submitted to the college on February 27, 2023. In response to the commission's request, the college prepared this Ad Hoc Report summarizing actions taken to address Recommendation 5. The specific details of Recommendation 5 are provided in the subsequent section, and the college's ongoing efforts concerning this recommendation are detailed in the body of this report.

Exhibits

- 2022 Year Seven Self-Evaluation Report (Webpage PDF)
- 2023 NWCCU Year Seven Self-Evaluation Response (Webpage PDF)

RECOMMENDATION 5: Fall 2022 Evaluation of Institutional Effectiveness

Complete a comprehensive alignment of policies, procedures, and administrative guidelines that are clearly stated, easily understandable, readily accessible, and regularly reviewed. (2020 Standard(s) 2.C)

Exhibits

- 2021 Year Six PRFR Report (Webpage PDF)
- 2022 NWCCU Year Six PRFR Response (Webpage PDF)
- 2022 Year Seven Self-Evaluation Report (Webpage PDF)
- 2023 NWCCU Year Seven Self-Evaluation Response (Webpage PDF)

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Systematic Development and Review of Institutional Policies and Procedures

Underscoring the college's commitment to align its practices with NWCCU standards, during the 2021-2022 academic year (AY) the college partnered with an external consulting firm, Collaborative Brain Trust, to assist with the development and revision of high need policies identified in the Year Six PRFR. In an effort to identify areas of need, the consultant tasked the college with conducting a gap analysis of institutional policies and procedures. From this initiative, a comprehensive spreadsheet was developed, which assisted with reorganization of the following policy and procedure assignments, arranged by category (below):

- Board Policies
- General Operations
- Health & Safety
- Financial Operations
- Human Resources
- Instruction
- Student Services
- Technology Services

Board Policy Review Calendar

Continuing with the college's concerted efforts to improve policy and procedure development and review that began in the 2021-2022 AY, following submission of the Year Seven Self-Evaluation, the college adopted a Board Policy Review Calendar to formalize the ongoing review of current Board policies. The review process is set to occur over a three-year cycle from September to April each year and is scheduled to commence fall 2023. The calendar was thoughtfully created, grouping similar policies for concomitant review and allocating time for the individual assessments of Washington Administrative Code (WAC), as the process to revise WAC's follows strict rule-making guidelines. This systematic approach provides a formalized process for timely review of policies, and allows the college and the Board to ensure policies remain relevant and responsive to the institution's current and future needs.

Table 1: WWCC Board Policy Review Calendar

WWCC Board Policy Review Calendar

Board Policies	Year 1					
AY 2023-2024	*Sept*	*Oct*	*Nov*	*Jan*	*Feb*	*Apr*
1000 Philosophy Statement	x					
1010 College Mission		x				
1020 College Vision		x				
1030 College Values		x				
1060 WAC 132T-06 Tenure Regulations Policy			x			
1070 WAC 132T-12 Miscellaneous Policy				x		
1080 WAC 132T-16 Negotiations by Certificated Personnel					x	
1090 WAC 132T-32 Integration of State Environmental Policy Act Into Capital Construction Projects Policy						x

Board Policies	Year 2					
AY 2024-2025	*Sept*	*Oct*	*Nov*	*Jan*	*Feb*	*Apr*
1350 By-Laws Policy	x					
1360 Board of Trustees Code of Ethics Policy		x				
1370 Delegation of Authority Board Policy			x			
1380 President Emeritus Designation Board Policy			x			
1600 Communication/Counsel to the Board of Trustees Policy				x		
1610 Emergency Succession Board Policy				x		
1620 General Executive Accountability Board Policy					x	
1630 Compensation and Benefits Board Policy					x	
1640 Fiduciary responsibility/Financial Condition Board Policy						x
1650 Asset Protection Board Policies						x

Board Policies	Year 3					
AY 2025-2026	*Sept*	*Oct*	*Nov*	*Jan*	*Feb*	*Apr*
1660 Financial Planning/Forcasting Board Policy	x					
1670 Reserves Board Policy	x					
1680 Treatment of Employees Board Policy		x				
1690 Treatment of People Board Policy		x				
1330 Governance Commitment Board Policy			x			
1340 Participatory Governance Board Policy				x		
1390 WAC 132T-09 Practice and Procedure Policy					x	
1400 WAC 132T-113 Legislative Liaison Policy						x

Next Steps

Beginning September 2023, the Board will use the WWCC Board Policy Review Calendar to begin the regular and comprehensive review of current Board policies over a three-year cycle.

Institutional Policy and Procedure Review Schedule

As mentioned, the gap analysis project initiated in the 2021-2022 AY led to the development of a comprehensive spreadsheet designed to monitor and track the status of policy and procedure development. To operationalize the regular review of administrative policies and procedures that fall outside the purview of the Board, the gap analysis will be translated into a schedule for Institutional Policy and Procedure Review, with adherence to the review schedule monitored by the Office of the President. PRFR related policies and procedures will be prioritized within the review schedule. For the purpose of this report, "PRFR related policies and procedures" refers to policies and procedures identified in the PRFR Team Template for institutions to provide as evidence in the PRFR Report for Standard Two.

Next Steps

During winter 2024, the executive leadership team will review and formalize the Institutional Policy and Procedure Review Schedule to establish a systematic process for this important work. Following adoption of the five-year cycle, review of PRFR related policies and procedures will commence spring 2024. Once review of PRFR related policies is complete, the college will begin review of policies and procedures beyond those mandated by PRFR standards.

Exhibits

- WWCC Policies and Procedures, Board Policies – 1000 (Webpage)
- 2021 Year Six PRFR Report (Webpage PDF)
- 2022 Year Seven Self-Evaluation Report (Webpage PDF)

Progress Update on Policies and Procedures

The college reviewed, updated, and approved more than 20 policies and procedures during the 2021-2022 AY prior to submission of the Year Seven Self-Evaluation. The policy and procedure gap analysis established in the 2021-2022 AY was used to guide policy prioritization. Since that time, several additional PRFR related policies and procedures have either been updated, developed and approved, are in draft form, or awaiting approval. The college has also developed a published set of Financial Aid Guidelines. Policies and procedures adopted since submission of the Year Seven Self-Evaluation are identified and provided as exhibits within the Appendix section of this report.

While initially a significant amount of effort was directed at updating required WAC and Board policies, recent focus has pointed to creating a systematic review process and aligning practices with NWCCU standards. Consequently, PRFR related policies and procedures are being prioritized in the Institutional Policy and Procedure Review Schedule to ensure an organized, methodical, and timely approach to this process.

Table 2: A summary of PRFR related policies and procedures reviewed, revised, adopted or in draft form since the Year Six PRFR

PRFR Related Policies & Applicable Procedures	Adopted		Draft	
	Policies	Procedures	Policies	Procedures
Board/WAC	8			
General Operations	4	3		
Health & Safety	1			
Financial Operations			1	1
Human Resources	3	3	1	1
Instruction	10	9	2	2
Student Services	5	2	3	3
Technology Services				
TOTAL	31	17	7	7

Next Steps

The college acknowledges the considerable work that lies ahead with policy and procedure review and development, particularly concerning the areas of Financial Operations, Human Resources, Instruction, and Student Services. Nonetheless, the college is committed to aligning practices with NWCCU standards. As mentioned above, following adoption of the Institutional Policy & Procedure Review Schedule, PRFR related policies and procedures will be prioritized for review and development, with review of policies and procedures beyond those mandated by PRFR standards to follow.

Conclusion

Despite encountering notable challenges, including temporary vacancies in crucial administrative roles, the college has made substantial progress with its review and development of policies and procedures identified in the PRFR Team Template, along with other needed college policies and procedures. Continued progress will be supported by the systematic operationalization of both the Board Policy Review Calendar and the Institutional Policy and Procedure Review Schedule, facilitating efficient monitoring of the status of PRFR related policies and procedures.

This approach to policy and procedure development and maintenance creates conditions in which alignment with NWCCU standards is achieved: the continued relevance and adaptability of policies to the institution's present and future needs is guaranteed, and the college remains steadfast to the commitment of achieving mission fulfillment.

The Appendix section of this report details the status of specific PRFR related policies and procedures organized by NWCCU Standard sub-elements, e.g. 2.A.1, 2.A.4, etc., that have been adopted or are under review and development.

PRFR Related Updates for 2022-2023 AY

STANDARD 2.A.1 Board

Board Policy 1390 (WAC 132T-09) – Practice and Procedure was codified in 2022. A Board Policy Review Calendar was adopted in 2023.

Exhibits

- Board Policy 1390 (WAC 132T-09) - Practice and Procedure (Webpage PDF)
- WWCC Board Policy Review Calendar (Excel)

STANDARD 2.A.4 Decision Making

Board Policy 1330 – Governance Commitment was codified in 2021 and Board Policy 1340 – Participatory Governance in 2022.

Exhibits

- Board Policy 1330 – Governance Commitment (Webpage PDF)
- Board Policy 1340 – Participatory Governance (Webpage PDF)
- Board Packet (October 26, 2022) – Participatory Governance (Webpage PDF, p. 2 and Tab 5)

STANDARD 2.B.2 Academic Freedom

Administrative Policy 2220 (WAC 132T-190) – Use of the College Facilities was updated and codified in 2022. This policy revision aligns policies on Academic Freedom (Administrative Policy 6240) and Use of College Facilities for Expressive Speech (Administrative Policy 2230).

Exhibits

- Administrative Policy 2220 (WAC 132T-190) - Use of the College Facilities (Webpage PDF)
- Administrative Policy 6240 - Academic Freedom (Webpage PDF)
- Administrative Policy 2230 - Use of College Facilities for Expressive Speech (Webpage PDF)

STANDARD 2.C.2 Student's Rights and Responsibilities

Administrative Policy and Procedure 7900 – Accommodations for Students with Disabilities is in draft form. The draft encompasses certain processes that necessitate further elaboration as noted below in Table 3. Work to enhance and augment these processes within the draft policy and procedure will be conducted throughout the 2023-2024 AY.

Table 3: A summary of development tasks required to finalize Administrative Policy and Procedure 7900 – Accommodations for Students with Disabilities.

DSS Policy and Procedure Development Tasks
Expand procedures for the implementation of accommodations: definitions, faculty implementation, student responsibilities
Expand procedures regarding documentation: confidentiality of documentation, requirements of documentation
Create a process/policy for students to attest that they have a disability but are unable to access their documentation
Fundamental alteration process: identify the steps to be taken if an instructor feels an accommodation is a fundamental alteration
Expand confidentiality policy: address WarriorLink, Maxient, and hard files
Testing Center closure process: process if the Testing Center needs to be closed due to staffing, weather, or other emergencies

Exhibits

- DRAFT Administrative Policy 7900 - Accommodations for Students with Disabilities (PDF)
- DRAFT Administrative Procedure 7900 – Accommodations for Students with Disabilities (PDF)

STANDARD 2.C.3 Admissions, Placement, and Academic Standing

Administrative Policy and Procedure 6200 – Academic Standing was updated and codified in 2023. The revisions include timelines with regard to appeals for academic suspension.

Exhibits

- Administrative Policy 6200 - Academic Standing (Webpage PDF)
- Administrative Procedure 6200 - Academic Standing (Webpage PDF)

STANDARD 2.C.4 Student Records Retention

Administrative Policy 7340 (WAC 132T-90) – Family Educational Rights and Privacy Act (FERPA) was updated and codified in 2022. The current Confidentiality of Student Records policy will be updated to the current policy format and will be prioritized for review, including updates to address student records retention.

Exhibits

- Administrative Policy 7340 (WAC 132T-90) - Family Educational Rights and Privacy Act (Webpage PDF)
- Confidentiality of Student Records Policy (Webpage)

STANDARD 2.E.2 Planning

Administrative Policy 4100 – Cash Management and Administrative Policy 4310 – Use of Debt guide the college's management of cash flow and use of debt for all funds, consistent with and in accordance with state law and the policies and procedures established by the Office of Financial Management (OFM). The college manages borrowing of funds in accordance with state law and the policies and procedures detailed in the State Board for Community and Technical Colleges (SBCTC) Accounting Processes, 40.10.10.

Per the college's intention and identified in the Year Six PRFR, a Budget Council was established in 2023, with members representing all employment classifications (classified, faculty, exempt, student), campuses (Walla Walla, Clarkston, Corrections), and functional areas (Instruction, Student Services, Administrative Services, Institutional Management) of the college. The Budget Council is tasked with reviewing Administrative Policies 4100 and 4310 in AY 2023-2024, and developing administrative procedures as appropriate to manage the cash flow of funds and use of debt.

Exhibits

- Administrative Policy 4100 - Cash Management (Webpage PDF)
- Administrative Policy 4310 - Use of Debt (Webpage PDF)
- SBCTC Accounting Processes 40.10.10 (Webpage)

STANDARD 2.F.3 Sufficiency

Board Policy 1050 (WAC 132T-05) – Faculty Qualifications (last revised in 1988) was repealed in 2023 and migrated to an administrative policy. During the 2023-2024 AY, the Vice President of Instruction, in collaboration with faculty leadership, will develop a new administrative policy. Future work will include realignment of this policy, as appropriate with Administrative Policy 5240 – Personnel Selection.

Exhibits

- Administrative Policy 5240 – Personnel Selection (Webpage PDF)
- Repealed Board Policy 1050 (WAC 132T-05) – Faculty Qualifications (Webpage PDF)

STANDARD 2.G.4 Financial Aid

In the summer of 2023, the Financial Aid and Student Finance offices elected for a comprehensive evaluation conducted by an external consulting agency, Financial Aid Services (FAS). The findings from this assessment suggested noteworthy high impact practices, alongside the identification of policies and procedures, that are obsolete, inadequate, or absent. In response, the college has engaged a FAS consultant to collaboratively facilitate the formulation of the identified policies and procedures.

Exhibits
- FAS WWCC Office Assessment Exit Meeting Presentation June 22, 2023 (PDF)
- Financial Aid Guide 2023-2024 (Webpage PDF)

STANDARD 2.G.6 Advising

While policy and procedure with regard to this standard has not yet been adopted, in alignment with established Guided Pathways objectives, the college has initiated a partnership with the National Academic Advising Association (NACADA) to facilitate an on-site visit aimed at assessing current advising practices and processes. This evaluation seeks to identify opportunities for enhancing the college's advising program, encompassing the establishment of a structured evaluation mechanism for advising, and a robust professional development regimen for advisors and navigators. The NACADA site visit is slated for the 2023-2024 AY. Subsequent to the NACADA assessment, the development of Administrative Policies and Procedures, namely 7000 – Advisor Professional Development and 7010 – Systematic Evaluation of Advising, will proceed in alignment with the recommendations stemming from the review.

STANDARD 2.H.1 Library and Information Resources

In the fall of 2022, the Library Advisory Council (LAC) was established. The LAC is currently chaired by the college's faculty librarian, with membership consisting of faculty (appointed by Faculty Senate) and the library director and dean of Access and Opportunity serving as ex officio members. In addition to supporting development of the LAC, the library department engaged in several strategic planning activities related to the 2019-2022 Library Strategic Plan, including an annual STEPS (Standardized Evaluation of Programs and Services) review and an initial program outcomes draft over the course of the 2022-2023 AY.
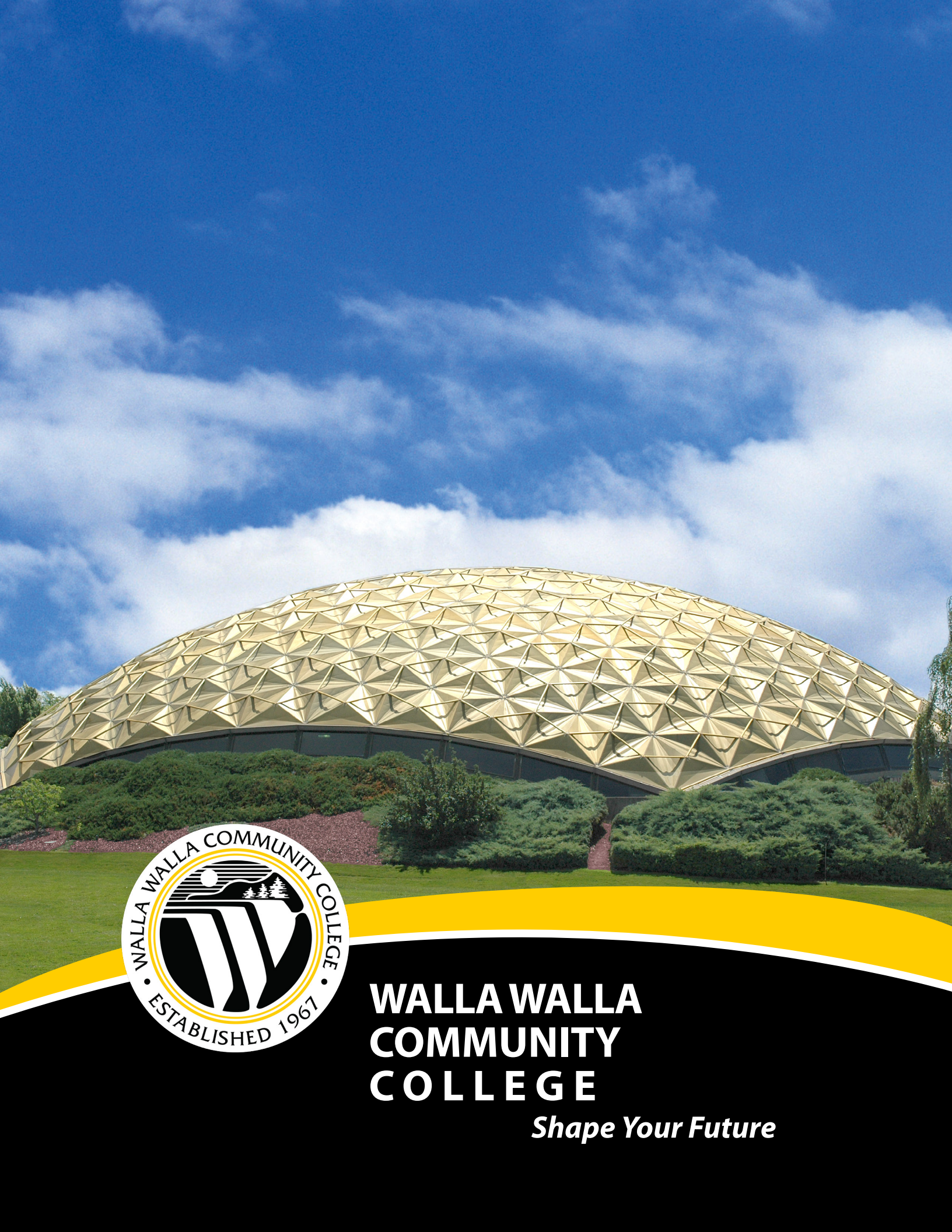
Exhibits
- Library Advisory Council LibGuide (Webpage)
- DRAFT Library Advisory Council Charter (PDF)
- Library Strategic Plan 2019-2022 (Word)
- Library STEPS Review 2022 (Word)
- Library Program Outcomes 2022 (PDF)

STANDARD 2.I.1 Physical and Technology Infrastructure

Information Technology (IT) Services has developed over 20 policies that are currently in draft form pending final review and approval, these draft policies are included in the exhibit below. In addition, the college has completed a draft Technology Services Master Plan 2023-2025, that is aligned with and supports the college Strategic Plan. The Technology Services Master Plan will be vetted through the Technology Services Planning Committee and College Council during fall 2023 and will guide the development of Administrative Policy and Procedure 8XXX – Equipment Replacement (number sequencing is being established).

Exhibits
- DRAFT IT Policies (Word)

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