2019 AD HOC REPORT

Northwest Commission on Colleges and Universities

CENTRALIA COLLEGE
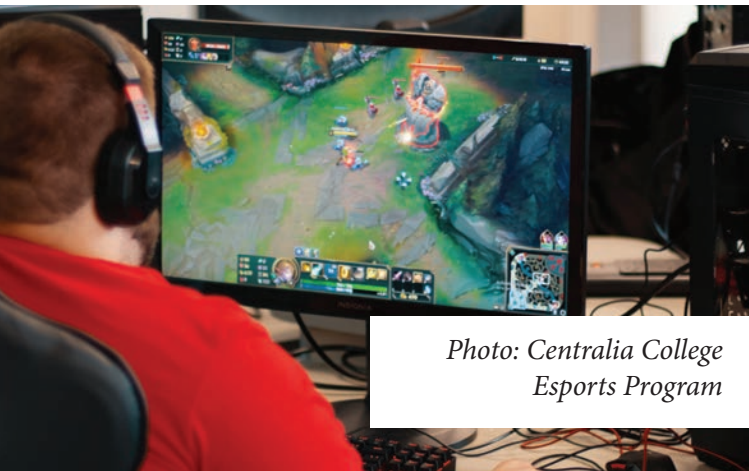
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Photo: Student Showing his Capstone Project at Capstone Day.

Photo: Centralia College East Campus

Photo: Centralia College Commencement Ceremony

Photo: Centralia College Esports Program

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INTRODUCTION

In April of 2018, Centralia College hosted a visit by NWCCU Evaluators to review their Year 7 Mission Fulfillment report. In its <u>letter dated 24 July 2018</u>, the Commission summarized its findings following the visit. The college was directed to prepare an Ad Hoc report to address actions taken in response to Recommendations 3, 4, and 5 of the Evaluation Report. Details for each of those recommendations are outlined below.

FINDINGS OF THE YEAR SEVEN SELF-STUDY

The Evaluation Report resulted in seven formal commendations and seven recommendations, as well as a number of compliments and concerns. The analysis of the NWCCU Evaluation Team corresponded well with the college's own analysis of areas in need of improvement or further attention.

Recommendations 1 and 2, with regard to the college's mission and definition of mission fulfillment, are addressed as part of the Mission and Core Theme Report in fall 2019. This ad hoc report is intended to address the following recommendations:

- Recommendation 3 with regard to integrated strategic planning
- Recommendation 4 with regard to review of the college's technological infrastructure
- Recommendation 5 with regard to processes for creation and revision of policies.

Each of these recommendations has been addressed directly by the college in the time since the April 2018 visit. The process for addressing each recommendation and the resulting plans or processes are addressed in detail below.

Addressing the Findings

RECOMMENDATION 3

Develop integrated plans that provide direction for the institution and lead to the achievement of program and service outcomes, the accomplishment of its core themes, and fulfillment of its mission. (ER 23; Standard 3.A.1, 3.A.3, 3.A.4)

While Centralia College has had a number of planning processes and documents in place, those planning tools were not necessarily fully integrated or overtly tied to the mission. Thus, the Evaluation Team in April 2018 recommended that the college develop integrated plans. Since the planning needs to be based on the mission and core theme outcomes, the process for revising those documents needed to precede the development of the planning documents. On **June 5, 2019**, the Institutional Effectiveness committee approved the following template for strategic planning; the template was approved by the Board of Trustees on **June 13, 2019**.

Photo: Centralia College Nursing Program Student and Nurse Simulator

CENTRALIA COLLEGE STRATEGIC PLAN, 2019-2024

Mission: Centralia College Is Committed To Student Success, Academic Excellence, And Supporting Our Community In An Inclusive And Equitable Learning Environment.

Mission Focus Areas: Student Success, Academic Excellence, Supporting our Community

Strategic Goal #1: Increase student retention in order to increase completion rates and stabilize enrollments *[draft]*

Strategic Goal #2: Develop new or expanded programs in order to serve our community and increase enrollments *[draft]*

Strategic Goal #3: TBD

PLANNING AND IMPLEMENTATION DOCUMENTS

Stragtegic Enrollment Plan	Academic Master Plan	Budget Plan	Campus Master Plan	Emergency Management Plan	Equity and Inclusion Plan	Technology Plan
Enrollment Goals	Assessment	Policies for reserves, external funding, etc.	Add narrative (address pending buildings)	Update	Develop new plan	Develop new plan
Recruitment Strategies	Program Review	Budget Review & Planning (BRP) working documents	Facility condition survey?	Expand Continuity of Operations planning	Role of students & eliminating barriers to success	
Retention	New Program Planning				Diversity Committee	
Guided Pathways	Guided Pathways				Employee search, retention & training	

This template guides the integration of planning across the campus. Some of the planning documents listed within the template already exist, and some are currently being developed. The current progress in each area is outlined below:

- **Strategic Enrollment Plan:** Currently under development by Student Services Cabinet and the Student Policy Council.
- **Academic Master Plan:** Currently under development by Instruction Cabinet, Instructional Council, and others.
- **Budget Plan:** Budget Review and Planning (BRP) Committee Work Plan currently exists; BRP and Administrative Services Cabinet to expand work plan into planning document.
- **Campus Master Plan:** Centralia College 20 Year Master Plan is currently in effect. Last updated and approved by the Board of Trustees in 2017.
- **Emergency Management Plan:** Campus Emergency Response Plan currently in place, but in need of updates. The Facilities, Operations, and Maintenance department leading update process, in conjunction with Administrative Services Cabinet, Facilities and Safety Committee, and other campus constituents.
- **Equity and Inclusion Plan:** Does not currently exist. Plan will be developed by Diversity Committee, Human Resources, and other campus constituents.
- **Technology Plan:** Draft plan is currently under development by Information Technology department; draft to be reviewed and approved by Administrative Services Cabinet, Technology Committee, and other campus constituents.

The work needed to fully address this recommendation is still underway as of this writing. In order to ensure that the plans are fully integrated, tied to accomplishment of core theme outcomes, and mission fulfillment, it was necessary to complete the process of rewriting the mission statement and the Core Theme outcomes before developing the planning documents. Work is continuing over the summer and into fall of 2019 to develop the planning documents listed above.

Photo: Centralia College Botany Program

RECOMMENDATION 4
Thoroughly review its technological infrastructure to ensure it is secure and provides adequate support for its operations, programs, and services. (Standard 2.G.8)

Centralia College's Information Technology unit has implemented a continuous internal assessment process in the technology infrastructure and made several improvements in preparation for an external peer review and state security audit. Improvements implemented during and as a result of this review process directly addressed identified shortcomings in standards 2.G.5 and 2.G.8.

AREAS INTERNALLY AUDITED

I. Application Services, Data Management

    a. Pursuant to standards 2.G.5, Centralia College offers access to student and instructional data through a software access point called an API. API stands for application programming interface. The API facilitates third party and home grown systems to communicate with our databases serving management and operational functions across the entire campus. IT has implemented industry standard encryption protocols (SHA-256) on the API which meets OCIO 141.10.4.3(2) requirements for storage and transportation of category 3 and 4 data.

II. Network Infrastructure

    a. Pursuant to standards 2.G.5 and 2.G.8, Centralia College's physical network was updated to provide adequate support for its operations, programs, and services. Security appliances were replaced between the Centralia College main campus and the CC East campus, and the firewall on the main campus was replaced to meet modern standard requirements by the state OCIO. Annualized support contracts with Cisco were negotiated to ensure maintenance and support is ongoing and security benchmarks are met. In addition to the physical device replacement, a 10GBps fiber optic network was implemented on campus building to building to further support college operational functions and academic programs and to facilitate a sustainable computer replacement initiative.

III. Computer Replacement

    a. Pursuant to 2.G.5 and 2.G.8, Centralia College funded a campus wide project to supplement desktop computing needs with a Virtual Desktop Infrastructure (VDI). This effort replaces over 150 out of compliance desktop computers with fully functional workstations by virtualizing their computer experience through a data center housed on campus. An additional 150 VDI workstations are available as desktop computers are no longer viable due to software or hardware shortcomings.

    b. Maintenance and upgrades of the VDI data center were operationalized and funded by the campus to ensure a long term replacement plan for staff and faculty computing experience in support of the college's operations, programs, and services.

IV. Governance and Compliance

    a. Pursuant to 2.G.5, IT implemented a new help desk system that integrated with all desktop computers on campus. As part of this process, a full software audit was possible. During this audit, an examination of legal use of the software (end user agreements) were audited. Out of compliance uses were noted and corrected. Cloud systems purchased and used by Centralia College were also audited, and a new

governance process implemented to meet OCIO standards for access and account provisioning. This governance separates roles of users from administration and operates on a 'least privilege' principle to meet state standards for access to sensitive systems.

FUTURE IMPROVEMENTS (FY2019-2022)

I. Disaster recovery
    a. Design and implement a campus wide disaster recovery system that includes security, storage, compute/servers, network/internet and other IT operational assets.
    b. System should be air gapped and survive a large scale outage in portions of the campus
II. Wifi-6 Upgrades
    a. Latest standards of WIFI will promote greater security, less vulnerability, and a greater level of service, monitoring, and access for users

III. Multi-factor authentication
    a. Multi-factor authentication deployed on staff and student side for access to campus resources and internet will ensure NIST best practices, meet OCIO requirements, and promote greater awareness of security among staff.
IV. Campus training
    a. Training in social engineering, phishing, and other hacking tactics used by malicious users across campus will bring greater awareness of responsibilities of our staff as stewards of state information and assets.

CONCLUSION

Centralia College IT has developed and deployed a daily operational practice to ensure that we remain secure, compliant, and mission ready for the college. We have implemented several tools and protocols to ensure constant monitoring of our physical and virtual resources, data and software resources, and staff/student information and internet security.

We have been working with peer colleges to share resources, and are preparing for a peer review in fall of 2019 of our network and information system infrastructure, to be followed with a formal state audit following improvements made after the peer review process. We anticipate the state audit in the early part of 2020.

Photo: Centralia College Diesel Technology Student

RECOMMENDATION 5

Develop a formal process for the creation, revision, or elimination of policies and procedures; and regularly review and revise policies and procedures to promote effective management and operation of the institution. (Standard 2.A.6)

Centralia College had begun a thorough review of its Policy Manual prior to the NWCCU Evaluation Visit in spring 2018. On June 6, 2017 this review was initiated by Julie Huss, VP for Human Resources & Legal Affairs, Janet Reaume, Executive Assistant to the President, and President Mohrbacher. As a result of this review, several items were identified:

- The Policy Manual had been inconsistently published: the full document was published as a PDF on the MyCC intranet site. Select policies were also published on the public-facing web site; however, it was not entirely clear how those specific policies had been selected for publication.
- Some of the items in the Policy Manual were outdated or inaccurate; some were redundant, overlapping, or inconsistent with items covered in the Faculty Negotiated Agreement or other published documents.
- Board Policy documents were published separately from the rest of the Policy Manual and there was not a clear articulation of authority between Board Policies and College Policies.

In order to address these inconsistencies, the Institutional Effectiveness Committee took up the issue of reviewing, revising, and reorganizing the Policy Manual at their regular meeting on **October 3, 2018**. The Board of Trustees took up the issue of policy formulation and review at their **summer retreat** and at subsequent meetings during 2018-19.

At the **October 2018 meeting**, the Board of Trustees discussed the issue of policy formulation and review and passed the following resolution:

Board Policy on the creation, review and elimination of college policies and Procedures

The Board of Trustees expects that Centralia College will be governed by clear and published policies and procedures. To that end, the Board outlines the following guidelines for the creation, review and elimination of college policy and procedures.

1. The Board will establish and regularly review Board Policies; these policies should direct the president and college personnel with regard to the general expectations for the operation of the college.

2. The College will establish and regularly review Administrative Policies to outline official rules and practices. These procedures may apply to college employees, students, or members of the public conducting business with the college.

In order to implement this policy effectively, the Board and the Institutional Effectiveness Committee have established the following procedure:

- Any college policy that is created, revised, or eliminated by the Institutional Effectiveness Committee will be placed on the Board of Trustees agenda for review; no Board action is required. However, should the Board have reason to question the effectiveness or clarity of the approved policy, they may send the policy back to the Institutional Effectiveness Committee for further review and modification.

- The Institutional Effectiveness Committee then passed the following policy with regard to the creation, revision, and elimination of policies at its **January 9, 2019 meeting:**
  - ▶ **1.052 – Policy Formulation**
- In addition, the Institutional Effectiveness Committee has reviewed and revised the policy with regard to Policy Exceptions at its **January 9, 2019 meeting:**
  - ▶ **1.053 – Policy Exceptions**

As part of this process, the Policy Manual has been reorganized and published in a new easily accessible and searchable format.

- Simplified chapter headings that integrate Board Policies with Administrative Policies—
  - ▶ Chapter 1: General College Policies
  - ▶ Chapter 2: Personnel Policies
  - ▶ Chapter 3: Instruction Policies
  - ▶ Chapter 4: Student Policies
  - ▶ Chapter 5: Board of Trustees Policies

- Each policy in Chapters 1 through 4 of the **Policy Manual** is linked to one of the Board Policies in Chapter 5; in this way, we are able to track the authority for establishing each policy and bring coherence to the Policy Governance structure underlying the Policy Manual. In some cases, policy authority is also linked to provisions in the Policy Manual of the State Board for Community and Technical Colleges, or to state or federal law.
- As part of the current review of the Policy Manual, we have eliminated or significantly revised existing policies that were redundant or overlapping with other official documents, such as the Faculty Negotiated Agreement, the Adjunct Faculty Handbook, or other documents.

The **Policy Manual** has now been moved into a new format on the college web site, where it is easily accessible to students, college employees and anyone else who may need access. The Institutional Effectiveness Committee is continuing to review all policies in order to assure they are relevant and up to date. The Board of Trustees policies have been fully integrated with college administrative policies, and the Board reviews any policy changes as a standing agenda item at monthly meetings. The college's updated process for creation, revision or elimination of policies will serve the college well into the future.

*Photo: Centralia College
Fiber Arts Class*

CONCLUSION

Over the past fifteen months, Centralia College staff have worked methodically to address the recommendations of NWCCU with regard to strategic planning, technological infrastructure, and creation and revision of policies. In each area, the college has made updates or changes to address compliance with NWCCU standards:

- Strategic Planning: the college now has a strategic planning framework in place to assure that our planning is integrated across all parts of the college and that planning in each area is tied to mission fulfillment and accomplishment of mission focus area outcomes.

- Technological Infrastructure: The college has updated network security, implemented new protocols, and put in place a structure that will allow for regular conduct of peer and external reviews of our network.

- Creation and Revision of Policies: The Board of Trustees has approved a new process to govern the creation, revision and elimination of policies. The college policy manual has been reorganized, updated, and published on the college web site in a user-friendly format. The Board has integrated review of all policy revisions into its monthly agenda.

Photo: Centralia College Commencement Ceremony

Appendix A
2019 Ad Hoc Supporting Documentation Table

INTRODUCTION

Summary of Findings - NWCCU	Notification Letter from NWCCU – Year Seven Report

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RESPONSE TO RECOMMENDATION 3

Institutional Effectiveness Committee Meeting – June 5, 2019	Institutional Effectiveness Committee Meeting – June 5, 2019
Board of Trustee Meeting – June 13, 2019	Board of Trustee Meeting – June 13, 2019
Budget Review and Planning Committee Work Plan	Budget Review and Planning Committee Work Plan
Centralia College 20 Year Master Plan	http://www.centralia.edu/about/masterplan.aspx

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RESPONSE TO RECOMMENDATION 5

Institutional Effectiveness Committee Meeting – October 3, 2018	Institutional Effectiveness Committee Meeting – October 3, 2018
Board of Trustee Retreat – July 12, 2018	Board of Trustee Retreat – July 12, 2018
Board of Trustee Meeting – October 11, 2018	Board of Trustee Meeting – October 11, 2018
Institutional Effectiveness Committee Meeting – January 9, 2019	Institutional Effectiveness Committee Meeting – January 9, 2019
Policy Formulation	http://www.centralia.edu/about/policies/default.aspx
1.053 – Policy Exceptions	http://www.centralia.edu/about/policies/default.aspx
Policy Manual	http://www.centralia.edu/about/policies/default.aspx

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CONCLUSION

Policy Manual	http://www.centralia.edu/about/policies/default.aspx

*Centralia College is committed
to student success, academic excellence,
and supporting our community in
an inclusive and equitable
learning environment.*

CENTRALIA
COLLEGE