



Achieving the Dream™

Dr. Connie Green
President
Tillamook Bay Community College
4301 Third Street
Tillamook, OR 97141

Dear Dr. Green:

Achieving the Dream has completed its first twelve years of gathering data and determining what works in order to improve college completion rates, especially for our most vulnerable students. We are deeply appreciative of you and your colleagues' continued commitment. In particular, your institution's work to improve student success by "mapping the student experience" and improving processes is a testament to its dedication. We have worked closely with your coaching team to provide observations on your institution's progress over the past academic year. We hope this letter will help guide Tillamook Bay Community College as your team continues to work towards its student-centered goals.

Accomplishments

As we reflect on all of your work over the past year and your plans going forward, we are most impressed by these accomplishments.

- We commend the integrated team approach to advising, early alert, and tracking of student progress, aligned with the college's programs of study and comprehensive plans for student success. That strategy has been a significant improvement, leading to deeper engagement in student success on the part of the faculty and student services as well as the college's K-12, corporate, and community partners. The college's plans to build on this success in the coming year can be expected to contribute to improve retention, student progress, and completion.
- We applaud the "Strengthening Institutions" Title III grant, which focuses on technology enhancements in the classroom, improving online services, and expansion and improvement in distance learning. It is impressive to learn that the college is using funds to improve teaching and learning services with targeted development of online instruction, the use of Moodle, the onboarding of adjunct faculty, service learning initiatives, the Early Education Literacy Project, and more. The college is to be commended for its active, broad, and deep efforts to build and strengthen partnerships, both internally and in the community.
- We further commend the refinement and improvement of the strategic plan, which includes goals specifically focused on student success, aligned with operational plans, and includes regular reviews and updates. There is demonstrable evidence that the college's planning efforts engage many stakeholders, from the board of education to faculty and administrative staff, in collaborative efforts focused on student success—a framework that will serve students well in such areas as retention, individual progress toward completion, and preparation for the workforce and transfer.



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Areas for Improvement and Next Steps

We recognize that the distinct environment of each college poses unique challenges and opportunities. In terms of next steps, we would like to suggest the following as possible ways to improve student outcomes over the next year.

- We are impressed by the college's use of existing data, including its CCSSE & SENSE surveys, the student satisfaction survey designed in-house, IPEDS, and the development of tracking data for Skills Classes from developmental and gateway courses. Further work around data will help the college advance its student success goals.
 - We believe the college's continued work to build its own data sources internally and to ask the right questions about data all serve to help advance a culture of data-based inquiry and data ownership that engages much of the college's faculty, staff, administrators, and board in the student success mission. Continued work to share data with advisory committees, K-12 schools, and the college's community and corporate partners will extend that engagement to other important stakeholders.
 - The college recognizes the urgency of identifying staff to fill key positions for data collection and analysis and visualization. These hires will be a significant step forward.
- We urge that the college strengthen and refine development of distance learning programs and strengthen and refine clear pathways for students. As the college expands its guided pathways work and continues to refine online/distance learning, it will be important to monitor this work to identify strategies, interventions, and professional development to ensure that employees are adequately supported and prepared to meet students where they are and are identifying interventions to aid in a timely manner before students are lost.
- We think it is important to acknowledge the work you have reported in regard to equity. You have engaged in decentralized GED offerings that show mixed results and some positives reaching out to the community. Teaching courses at the WorkSource locations, which support employment services and counseling, can improve both student access and progress as well as partnerships. In addition, the college's efforts to provide low-income students with access to health care services and counseling is commendable. Finally, we think the continued development of service learning is a great step forward that can provide contextual learning that engages students.
 - We support the efforts mentioned here as they serve low income, part time, and employed students. As Tillamook Bay Community College continues to develop its data and with the help of new hires for IR, we suggest that a) data be disaggregated to more fully analyze gaps in achievement, b) that equity conversations be expanded with the use of both quantitative and qualitative data, including student voices, and c) that the college community continue to develop both its data capacity and cultural competencies as related to equity, diversity and inclusiveness in the curriculum and assessments of student success.



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Final Thoughts

We applaud Tillamook Bay Community College's comprehensive initiatives and ambitious goal to be recognized as a "college that embodies a personal, small, and high-technology learning community for student success." The college has made tremendous progress with an integrated approach to planning and collaborative efforts to develop data and draw upon existing resources like CCSSE & SENSE, IPEDS and internal data sources to inform decision making. We expect that the hiring of two new IR positions will help the college further inculcate a culture of inquiry and evidence. The integrated approach to planning, the intentional improvement of processes using Lean Methods, the enhanced student-focused support, and the alignment of academics and student services are all impressive achievements.

We encourage you to discuss these observations with your coaching team and look forward to continuing our work together. We also welcome your campus team's feedback as we work to support innovative institutions such as yours.

Congratulations to you and your team on another year of excellent work and hard-earned progress toward your student success goals. With the rollout of the new institutional capacity framework, it is an exciting time to be a part of Achieving the Dream. Your dedication to transformation is what gives our network its vitality. As I stated at DREAM, our journey is not a linear one; in the Achieving the Dream Network, we continue to learn from our efforts and from each other.

Sincerely,

Dr. Karen A. Stout
President & CEO