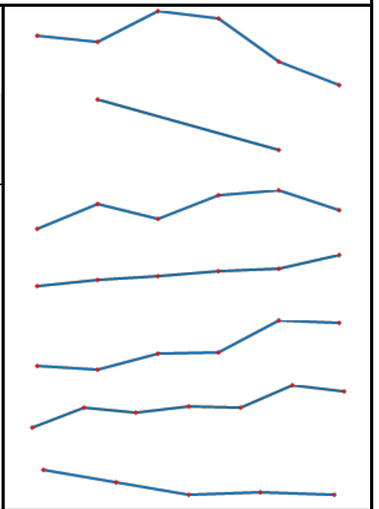
Mission Fulfillment 2024-2025

87.5% Rate Achieved

		2024-2025	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020	Threshold	Trend
Exceptional Student Experience	Conversion Rate: Percent of applicants to TBCC who are enrolled at the 4th week.	41.1%	46.2%	56.0%	57.1%	50.4%	51.6%	>=65%: Green, 55% - 65%: Yellow, < 55%: Red	
	*Student Belonging: Percent of new students showing increased sense of belonging		48.0%	53.0%				>60%: Green, 60% - 46%: Yellow, < 46%: Red	
Educational Excellence & Workforce Development	Fall to Winter Persistence: Percent of new students in fall returning in winter term	70.0%	76.0%	74.4%	62.2%	67.6%	61.8%	>72%: Green, 72% - 68%: Yellow, < 68%: Red	
	Fall to Fall Retention - Full-time: Percent of new full-time students in fall term returning the following fall term	59.7%	52.4%	49.3%	48.0%	46.0%	42.7%	>54.5%: Green, 54.5% - 44.1%: Yellow, < 44.1%: Red	
	Fall to Fall Retention - Part-time: Percent of new part-time students in fall term returning the following fall term	41.6%	42.5%	27.8%	28.6%	21.9%	23.6%	>35.1%: Green, 35.1% - 20.5%: Yellow, < 20.5%: Red	
	Award Completion Rate - Full-time: Percent of full-time students completing a certificate or degree within 3 years.	31.6%	33.8%	26.1%	26.3%	24.5%	26.1%	>39.0%: Green, 39.0% - 22.4%: Yellow, < 22.3%: Red	
	Transfer Rate: Percent of new students who transfer within 3 years.	17.6%	17.0%	21.0%	24.5%			>29.1%: Green, 29.0% - 15.1%: Yellow, < 15.0%: Red	
Employee Experience & Organizational Health	Employee Engagement: Employee Net Promoter Score	37.0%	4.0%	-2.0%				>30%: Green, 30% - 1%: Yellow, < 1%: Red	
Community Engagement & Awareness	Diverse Enrollment: Increased number of students from priority populations as well as increased enrollment overall.							Green: increased total enrollment & increased enrollment of priority populations; Yellow: either no increase in total enrollment OR no increased enrollment of every priority population; Red: no increase in total enrollment & no increased enrollment of every priority population	
Equity & Inclusion	2024-2025: Equity Lens trainings held for Board of Education members, Leadership Team, and employees. Issued a bilingual statement reaffirming our Equity Statement, commitment to privacy, Oregon's Sanctuary status and FERPA rights shared via email with staff, faculty, adjuncts, and students. Supporting materials were widely distributed through various outlets.								

* The Student Belonging measure has been phased out due to challenges with collecting pre-post surveys from a small cohort of 'new to TBCC' students. Interpretation of these data were limited and failed to inform success coach interventions.

TBCC uses both peer comparator and trend data to set thresholds for the Educational Excellence measures. Five year trend data were graphed for persistence, retention, completion and transfer rates over multiple years and compared with that of peer colleges. Thresholds (achieved, minimally achieved, and not achieved) were determined by calculating one standard deviation above and below the five-year mean for each metric. In this way, thresholds were tied to past performance. Also, once mission fulfillment is determined, performance is directly compared to peer colleges. While TBCC may see improvement in an individual metric, peer colleges may have improved as well, so this context is key.

1 Exceptional Student Experience - Year 3

7/1/2024-07/1/2025

Completed

3 GOALS 3 OUTCOMES 1 MEASURES 0 TARGETS 0 FINDINGS 0 ATTACHMENTS

1 **Initiative**
Strengthen Student Onboarding
Provide guidance and resources to support students in the entry and onboarding process.

1.1 **Project**
Communication: Develop a strategic communication plan to facilitate the use of new methods of communicating with students. (Rhoda)
Adding texting and online academic planning

Action Plan

Budget Source	Amount	Due	Status
	$0.00	6/30/2025	In Progress

Action Item 1	Created	Due	Status
Create list of communication to students from SS per term	1/3/2025	2/28/2025	Complete

Action Item 2	Created	Due	Status
Create timeline/schedule for communications	1/3/2025	2/28/2025	Complete

Action Item 3	Created	Due	Status
Refine list to avoid duplication and determine appropriate mode	1/3/2025	6/30/2025	Complete

Action Item 4	Created	Due	Status
pilot plan spring term	1/16/2025	6/14/2025	Planned

1.1.1 **Progress**

2 **Initiative**
Provide Equitable Student Support
Define and create equitable support for students reflective of their needs.

2.1 **Project**
Student Engagement: Implement engagement opportunities and align grant funds to support the enrollment of specific populations (I'm first, RISE etc.) (Rhoda)

Action Plan

Budget Source	Amount	Due	Status
Student Success Grant/state funds	$85,000.00	6/30/2025	Complete

Action Item 1	Created	Due	Status
create spend out plan	1/3/2025	11/1/2024	Complete

Action Item 2	Created	Due	Status
Create plan to institutionalize bilingual tutor/mentors	1/3/2025	6/14/2025	Complete

Action Item 3	Created	Due	Status
create scholarship plan to include NCTCs	1/3/2025	6/14/2025	Complete

Action Item 4	Created	Due	Status
implement En Gen	1/3/2025		Complete

3 **Initiative**
Deliver Responsive Student Engagement Opportunities
Create equitable, innovative, and responsive student engagement opportunities.

3.1 **Project**
Aspire Grant (Rhoda)
Create plan to support the community with FAFSA/ORSAA completion, academic/career planning, with a cultural literacy component

Action Plan

Budget Source	Amount	Due	Status
	$36,000.00	6/30/2025	Complete

Action Item 1	Created	Due	Status
submit application	1/3/2025	12/4/2024	Complete

Action Item 2	Created	Due	Status
implement plan	1/3/2025	6/30/2025	Complete

2 Educational Excellence & Workforce Development - Year 3

7/1/2024-07/1/2025

In Progress

5 GOALS **7** OUTCOMES **0** MEASURES **0** TARGETS **0** FINDINGS **0** ATTACHMENTS

1 **Initiative**
Implement Learning Communities

Build communities that increase student belonging and engagement, increase student support and that engage employers and the community in our work.

1.1 **Project**
Learning Communities: Redesign onboarding activities around learning communities and build engagement opportunities for students (including faculty participation/role), tracking participation and evaluating impact. (Peter)

Action Plan

Learning Communities are part of the Guided Pathways initiative that TBCC has been engaged in for the past few years.

Budget Source	Amount	Due	Status
	$0.00	no due date set	

Action Item 1	Created	Due	Status
The VPI will engage the faculty in a discussion at the upcoming January 17, 2025 Faculty Meeting. The purpose will be to learn how the faculty perceive Learning Communities and how I can support more engagement in Learning Communities for the benefit of students.	1/14/2025	1/17/2025	Planned

Action Item 2	Created	Due	Status
Schedule a meeting with Rhoda to discuss which student services staff could help me to best understand how to move forward on this learning communities initiative.	1/14/2025	1/31/2025	Planned

Action Item 3	Created	Due	Status
A workgroup will be formed to work towards the redesign of onboarding activities.	1/14/2025	2/7/2025	Planned

Action Item 4	Created	Due	Status
	1/14/2025		

2 **Initiative**
Increase Internships and Job Experiences
Develop more work-based learning experiences for TBCC students regardless of degree and program.

3 **Initiative**
Advance Local Business Growth
Serve Tillamook County by continuing to grow as an economic driver and workforce development engine.

3.1 **Project**
Healthcare Education Building Project (Jason)

Action Plan

Secure all necessary requirements to ensure start and continuation of construction of Heath Education Building.

Budget Source	Amount	Due	Status
Bond funded	$0.00	no due date set	In Progress

Action Item 1	Created	Due	Status
Secure Zoning approval and All permits necessary for HEB construction	11/8/2024	8/15/2024	Complete

Action Item 2	Created	Due	Status
Start of Construction	11/8/2024	9/3/2024	Complete

Action Item 3	Created	Due	Status
Implementation of Storm Water Management plan	1/13/2025	11/4/2024	In Progress

Action Item 4	Created	Due	Status
Workgroups established and functioning to provide guidance and input for the following: Branding, Furnishings, Naming Policy	1/13/2025	2/17/2025	In Progress

Action Item 5	Created	Due	Status
Manage Bond proceeds and determine amount of "arbitrage" needed.	1/13/2025	2/28/2025	In Progress

3.2 **Project**
CIT building remodel (Jason)

Work with Wenaha and Opsis to use EDA grant funds to remodel purchased property to become Center for Industrial Technology. This facility will house educational programs in Apprenticeship, Manufacturing/Machining, and Welding and Fabrication.

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	

Action Item 1	Created	Due	Status
	11/8/2024		

Action Item 2	Created	Due	Status
	11/8/2024		

4 **Initiative**
Invest in Campus Growth

4.1 **Project**
Campus Planning: with consideration of long term growth needs, begin planning for Facilities master plan update, develop criteria for investment in new property. (Jason)

Delayed until 2025-2026.

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	Planned

5 **Initiative**
Expand Accelerated Learning Strategies

Provide intentional, practical, just-in-time support to students.

5.1 **Project**

Credit for Prior Learning – Develop policies and procedures to award TBCC credit for student's prior work and learning experiences (Peter/Ron Neu)

Develop policies and procedures to award TBCC credit for student's prior work and learning experiences and identify courses and assessments suitable for CPL.

Action Plan

This project has been assigned to Michael Weissenfluh, interim Dean of Instruction. He has worked on this initiative in the past, so the Action Plan is really completing the already started work.

Budget Source	Amount	Due	Status
	$0.00	6/13/2025	In Progress

5.2 **Project**

CTE Pathways: Build better articulated pathways with K-12 schools (Sherry)

5.3 **Project**

Corequisite Course Instruction: Assess current corequisite course instruction in both math and English and align corequisite course implementation with best practices. (Peter)

Action Plan

Corequisite course are designed to provide support courses for college level math and English courses. Research has shown they are more effective than long pre-college sequences of courses.

Budget Source	Amount	Due	Status
	$0.00	6/13/2025	In Progress

Action Item 1	Created	Due	Status
Invite Celeste Petersen, Math instructor at Clatsop Community College and State leader in corequisite math education, to TBCC to work with math faculty members.	1/14/2025	1/31/2025	Planned

Action Item 2	Created	Due	Status
Reach out to Elizabeth Cox Brand, Director, Student Success Center, OCCA, for advice concerning best regional contact for English corequisite work.	1/14/2025	1/31/2025	Planned

Action Item 3	Created	Due	Status
Invite English corequisite expert to TBCC to work with English faculty members.	1/14/2025	2/7/2025	Planned

Action Item 4	Created	Due	Status
Schedule meetings between VPI and math and English faculty members to review how to improve the corequisite courses at TBCC.	1/14/2025	2/28/2025	Planned

3 Employee Experience and Organizational Health - Year 3

7/1/2024-07/1/2025

In Progress

4 GOALS **6** OUTCOMES **1** MEASURES **0** TARGETS **0** FINDINGS **0** ATTACHMENTS

1 **Initiative**

Streamline and Standardize Roles and Processes

Review processes and develop how-to guides for departments, positions, and key processes that streamline workflows and ensure sustainability and continuity.

1.1 **Project**

Onboarding: Phase 1: Develop a robust and effective onboarding process with supervisor training (Kylie)

A robust onboarding process for new hires is important because it ensures alignment with the college's culture, role understanding, and support during the transition. Effective department onboarding enhances productivity, loyalty, engagement, and decreases turnover.

Action Plan

New Employee Orientation course for TBCC supervisors

Budget Source	Amount	Due	Status
Professional Development HR Budget	$2,000.00	4/1/2025	Planned

Action Item 1	Created	Due	Status
Develop supervisor new hire forms with relevant departments	1/10/2025	1/13/2025	Complete

Action Item 2	Created	Due	Status
Create section for supervisor forms on MyTBCC	1/16/2025		Complete

Action Item 3	Created	Due	Status
Select and implement online orientation training class for all supervisors	1/16/2025	1/30/2025	Planned

1.2 **Project**

Lean Audit: Conduct an audit of the shared work of the Business Office and Financial Aid (Eileen & Rhoda & Shari) - Hold for Spring 2025

1.3 **Project**

Recruitment: Map the recruitment process and apply an equity lens review (Kylie)

Create a recruitment process that is fair and equitable while complying with all state and federal laws and regulations.

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	

Action Item 1	Created	Due	Status
Map the existing recruitment process	10/29/2024	4/1/2025	Planned

Action Item 2	Created	Due	Status
Collaborate with Equity and Inclusion to conduct Equity Lens review	1/16/2025	5/30/2025	Planned

Action Item 3	Created	Due	Status
Bring recommendations to LT for discussion	1/16/2025	7/15/2025	Planned

2 **Initiative**

Improve Employee Experience:

Utilize employee experience data and best practices research to improve TBCC's employee experience.

2.1 **Project**

Compensation Phase II: Job Description Review and Evaluation (Paul/Kylie)

It is important for the college to regularly review and update job descriptions to maintain their accuracy and relevance. This helps ensure appropriate compensation, succession planning, effective performance management, and compliance. Up-to-date job descriptions also help with recruiting and training.

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	

Action Item 1	Created	Due	Status
Create standardized job description template.	1/9/2025	2/14/2025	Complete

Action Item 2	Created	Due	Status
Research options for contracted consultant for class study.	1/9/2025	2/14/2025	Complete

Action Item 3	Created	Due	Status
Notify Employees to review and update their job descriptions	1/9/2025	1/31/2025	Complete

Action Item 4	Created	Due	Status
HR provides supervisors with annual review and job descriptions to complete	1/13/2025	3/1/2025	Planned

2.1.1 Progress

3 Initiative
Grow our Capabilities

Determine and provide key opportunities for professional growth and development for faculty and staff.

3.1 Project
Employee Communications (Sheryl/Eileen)

An effort by the Leadership Team to create a comprehensive communication plan that aligns with the mission and vision of the college and serves the students and staff in an efficient and equitable manner. The communication plan is to be developed in multiple phases, and is teamed with the construction and occupation of the new health and administrative building.

Action Plan

The first phase of the plan involves gathering student and staff input, analyzing and prioritizing communication objectives from the raw data, and providing recommendations for the Leadership Team to consider.

Budget Source	Amount	Due	Status
Title III	$3,360.00	12/31/2024	In Progress

Action Item 1	Created	Due	Status
Conduct interviews with staff and administration using a common protocol.	11/4/2024	9/15/2024	Complete

Action Item 2	Created	Due	Status
Provide opportunities for all-staff input at Fall in-service presentation.	11/13/2024	9/20/2024	Complete

Action Item 3	Created	Due	Status
Develop data summaries for consultant.	11/13/2024	11/15/2024	Complete

Action Item 4	Created	Due	Status
Hire consultant -- Pam Akini, Standing Tall Consulting.	11/14/2024	11/6/2024	Complete

Action Item 5	Created	Due	Status
Meet regularly with consultant to analyze data and develop recommendations for Leadership Team.	11/14/2024	12/1/2024	In Progress

Action Item 6	Created	Due	Status
Present Phase I findings and recommendations to the Leadership Team.	11/14/2024	12/16/2024	In Progress

Action Item 7	Created	Due	Status
Leadership to review recommendations and decide which ones to pursue.	1/10/2025	2/17/2025	In Progress

4 **Initiative**
Implement Jenzabar User Group

A Jenzabar User Group has been formed with someone from each department to review and recommend projects to work on.

4.1 **Project**
Project Prioritization (Sheryl)

The JUG group researches, makes recommendations, and facilitates the implementation of whichever application is deemed top priority. Communications with Students was deemed to be most important because it aligns with strategic priorities and we have had issues with our other methods. Once a schedule of communications is established and agreed upon by the parties involved templates will be created by members of the JUG group for all to us.

Action Plan

Each member is working on wording for email templates to use for repetitious messaging.

Budget Source	Amount	Due	Status
No extra budget required	$0.00	2/19/2025	In Progress

Action Item 1	Created	Due	Status
All communications to students are to be added to our JUG SharePoint site for scheduling review and recommendation.	1/10/2025	1/22/2025	In Progress

Action Item 2	Created	Due	Status
JUG members were recruited from each team within the College, oriented to their role, and to the modules available in J1	1/13/2025	9/18/2024	Complete

Action Item 3	Created	Due	Status
Members prioritized Communications Plus and preparing for upgrades	1/13/2025	10/15/2024	Complete

Action Item 4	Created	Due	Status
Members complete trainings in Comm Plus	1/13/2025	12/2/2024	Complete

Action Item 5	Created	Due	Status
Preparation of communications and scheduling	1/13/2025	1/31/2025	In Progress

4 Community Engagement and Awareness - Year 3

7/1/2024-07/1/2025

In Progress

3 GOALS 3 OUTCOMES 4 MEASURES 2 TARGETS 2 FINDINGS 0 ATTACHMENTS

1 **Initiative**
Build Partnerships

Build relationships and partnerships throughout Tillamook County to provide expanded opportunities for students.

1.1 **Project**
Healthcare resources: Develop resources to support program implementation in the Healthcare Building (Britta)

Though this will primarily be focused on Allied Healthcare programs, a significant effort will also be made toward resource development efforts for CTE and apprenticeship.

Action Plan

TBCC Foundation provides monetary support to the college for both scholarships and additional programs/supplies identified by President.

Budget Source	Amount	Due	Status
	$0.00	no due date set	Complete

Action Item 1	Created	Due	Status
Create donor centric HEB brochure and distribute to healthcare donor prospects	10/31/2024		Complete

Action Item 2	Created	Due	Status
Bi-annual updates to service organizations (Rotary, Kiwanis etc.) about TBCC to spread awareness	1/17/2025		Complete

Action Item 3	Created	Due	Status
Community centric events that involve community partners. Ex. Open House, Beam Signing, Ground Breaking	1/17/2025		Complete

1.1.1 **Progress**
TBCC Foundation provides monetary support to the college for both scholarships and

additional programs/supplies identified by President.
TBCC Foundation provides monetary support to the college for both scholarships and additional programs/supplies identified by President: Over one million dollars was raised for scholarships alone in the 24-25 FY.

1.1.2 **Progress**
TBCC Foundation provides monetary support to the college for both scholarships and additional programs/supplies identified by President.
A portion of this measure has been discontinued. Prior to the bond passing in 2022 there was some uncertainty of how the full Healthcare Education Building would be funded. The Foundation still takes direction from TBCC President on funding priorities (example $25k for Career-to-Career), but the foundation board is more involved in establishing funding metrics.

1.1.3 **Progress**
Create donor centric HEB brochure and distribute to healthcare donor prospects
Yellow: Donor brochure designed, printed and received. No distribution method created. Minimal brochures have been hand delivered to major donors. HEB completion will happen late 2025 and the donor brochure will be irrelevant. This project was identified as a component of the Title III grant, and grant funded job duty.

1.2 **Project**
Hispanic/Latinx community: Develop a comprehensive approach to serving the Latinx community through relationship building, reviewing our processes and structures, developing a dual language strategy and the guidance of Latinx Advisory Committee (Paul/Rhoda)

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	

2 **Initiative**
Connect and Convene
Connect and convene the community to come together to address issues that create barriers for students.

3 **Initiative**

Be Present in Tillamook County Schools

Connect and build relationships with K-12 staff and students, their caregivers and families to raise awareness of the value of TBCC.

3.1 **Project**

High School Engagement: Develop and implement strategic engagement opportunities in High Schools through relationship building with K-12 administrators (Paul/Peter/Rhoda)

Previously, all Tillamook County High Schools had minimal or no representation of TBCC present, particularly in CTE dual credit programs where our adjuncts were instructors. TBCC President and ED of Advancement, Success Coaches and Financial Aid Representatives frequented high school functions and provided marketing materials to be displayed onsite. This is an improvement from previous years, but more work can be done in this area.

3.1.1 **Progress**

Previously, all Tillamook County High Schools had minimal or no representation of TBCC present, particularly in CTE dual credit programs where our adjuncts were instructors. TBCC President and ED of Advancement, Success Coaches and Financial Aid Representatives frequented high school functions and provided marketing materials to be displayed onsite. This is an improvement from previous years, but more work can be done in this area.

5 Equity & Inclusion - Year 3

7/1/2024-07/1/2025

Completed

2 GOALS **4** OUTCOMES **3** MEASURES **0** TARGETS **0** FINDINGS **0** ATTACHMENTS

1 **Initiative**
Apply our Equity Lens
Embed the equity lens process based on the existing three-year lens implementation plan

1.1 **Project**
Equity Lens: Phase 2: Consistently implement the process and apply the lens to policies and A.R.'s needing review using Equity Lens (Erin)

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	

Action Item 1	Created	Due	Status
Quarterly advertisement of the Equity lens process to employees	1/16/2025	5/30/2025	Complete

Action Item 2	Created	Due	Status
Apply the Lens to policies and AR's being reviewed during Winter and Spring term, as needed	1/16/2025	5/30/2025	Planned

1.1.1 **Progress**
Process is firmly established, but Lens needs more pervasive and consistent use.
We have an established process for applying the Equity Lens, but during the 20224-2025 academic year we didn't apply it formally to any policy or A.R. While communication around the Lens was increased, a weakness in the process is identifying and recommending issues that would benefit from a lens application. a large number of policies and A.R.'s are set to review, so there will be more need for the Equity Lens. We will make sure that the lens is a step in the process of review. We've also trained 8 employees in the Equity Lens, which may result in more issues being identified, requiring an Equity Lens.

1.2 **Project**

Capacity: Build our capacity to do equity work through contracting or hiring

In preparation for hiring a DEI Director, contract with an outside expert to review our current state and conduct an equity audit.

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	

Action Item 1	Created	Due	Status
Contract with Miriam Friedman	1/2/2025		Complete

Action Item 2	Created	Due	Status
LT training with Miriam	1/2/2025	11/1/2024	Complete

Action Item 3	Created	Due	Status
Equity Audit Training for LT	1/2/2025	2/28/2025	In Progress

1.2.1 **Progress**

Leadership built engaged in training and built skills, but didn't make hoped for progress.

The Leadership Team improved our skills and knowledge of diversity, equity and inclusion values through our collaboration with Miriam. the team was also trained in the use of the Equity Lens. We were unable to prioritize implementing the equity audit or to do the deeper development work that we had planned. We were able to hold the DEI Director position into the coming year, and plan to fill it in the fall.

1.3 **Project**

Curriculum: Create an Equity Lens curriculum

Continue to educate employees in the use of the Equity Lens through workshops and informal training opportunities.

Action Plan

Budget Source	Amount	Due	Status
	$0.00	no due date set	

Action Item 1	Created	Due	Status

Develop training materials appropriate for training LT in use of the Equity Lens	1/2/2025	1/31/2025	Complete

Action Item 2	Created	Due	Status
Adapt training materials for use in training employees in use of the Equity Lens	1/2/2025	2/28/2025	Complete

Action Item 3	Created	Due	Status
Implement workshops for employees in the use of the Equity Lens	1/2/2025	6/13/2025	Complete

1.3.1 **Progress**

Equity Lens training provided across the organization, which will continue next year. The Board of Education and Leadership Team were trained in the use and value of the Equity Lens. Two workshops were held for employees, during which 8 employees were trained. In the fall workshops will be expanded to include a Zoom option, and provide greater access for faculty participation.

2 **Initiative**

Community Education and Engagement

Develop a comprehensive plan for community education and engagement to increase understanding of equity and inclusion principles and practices

2.1 **Project**

Community Equity Education: Identify and implement events to increase understanding