



July 12, 2024

Dr. Roberto Gutierrez  
President  
Klamath Community College  
7390 South 6th Street  
Klamath Falls, OR 97603-7121

Dear President Gutierrez:

Attached please find the Spring 2024 Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of Klamath Community College. The attached review 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 report, as will the NWCCU Board of Commissioners at your EIE evaluation by the Commission in roughly one year's time.

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

**Type 2: Standards in Need of Onsite Evaluation**

- Finding Type 2: Spring 2024 Policies, Regulations, and Financial Review - The following standards are areas where the Committee identified significant issues, or where the Committee was unable to adequately assess, and recommends the EIE peer evaluation team include evaluator(s) with relevant expertise for review. (2020 Standard(s) 2.D.1;2.G.7;2.I.1)

**Future Evaluations**

- Year 7 - Evaluation of Institutional Effectiveness Spring 2025
  - Finding Type 2: Spring 2024 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. Gita Bangera, at [gbangera@nwccu.org](mailto:gbangera@nwccu.org).

Sincerely,

Aaron Christopher  
Vice President for Administration and Finance

cc: Mrs. Jamie Jennings, CAO/Vice President of Academic Affairs  
Mr. Kenneth DeCrans, Board Chair  
Mr. Ben Cannon, Executive Director, Oregon Higher Education Coordinating Commission



## Peer Evaluation for: Klamath 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.*

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#### Standard 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.

#### Team Verification:

- Compliant

#### Evidence:

- Institutional governance policies and procedures \_\_
- System governance policies and procedures (if applicable) \_\_
- Multiple board governing policies and procedures (if applicable) \_\_
- Board's calendar for reviewing institutional and board policies and procedures \_\_
- Bylaws and Articles of Incorporation referencing governance structure \_\_

#### Rationale:

Sufficient evidence was provided to indicate compliance with the standard.

#### Standard 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.

#### Team Verification:

- Compliant

#### Evidence:

- Leadership organizational chart \_\_
- Curriculum vitae of executive leadership \_\_

#### Rationale:

The additional information provided clarified the reasons for relatively recent changes in the composition of the executive staff and indicate that the institution is in compliance with the standard.

#### Standard 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 ex officio member of the governing board(s) but may not serve as its chair.

#### Team Verification:

- Compliant

#### Evidence:

- Curriculum vitae of President/CEO \_\_

#### Rationale:

Sufficient evidence was provided to indicate compliance with the standard.

#### Standard 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.



**Team Verification:**

- Compliant

**Evidence:**

- Institutional governance policies and procedures (see 2.A.1) \_\_

**Rationale:**

Sufficient evidence was provided to indicate compliance with the standard. The involvement of faculty, staff, administrators and students is addressed in PB 3250, and the evidence provided included staff budget presentations connected to planning.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Academic freedom policies and procedures (evidence could include samples of negotiated agreements with faculty and/or staff, where appropriate) \_\_
- Evidence that the students also have academic freedom \_\_

**Rationale:**

Sufficient evidence was provided to indicate compliance. BP 4030 states that "Faculty and students have a responsibility to engage in teaching and learning that honors and respects divergent viewpoints that are grounded in cultures of reason, logic, evidence and responsible scholarship." AP 4030 states that "In accordance with its mission of providing quality education, Klamath Community College promotes an environment that supports independent thought in the pursuit and dissemination of knowledge." There are also thorough guidelines in several documents regarding expressive conduct.

**Standard 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.

**Team Verification:**

- Compliant

**Rationale:**

Sufficient evidence was submitted to indicate that the college is compliant with this standard.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Transfer of credit policies and procedures \_\_

**Rationale:**

The narrative in the report for this standard is clear, direct and helpful, and the evidence provided indicates the college is in compliance.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

Documentation of student's rights and responsibilities policies and procedures, which include:

- Academic honesty \_\_
- Conduct \_\_



- Appeals, grievances \_\_\_
- Accommodations for persons with disabilities \_\_\_

**Rationale:**

The college provided Board and Administrative policies that address the standard, examples of student resources and narrative regarding the student experience regarding their rights and responsibilities, together indicating compliance with the standard.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Policies and procedures for recruiting, admitting, and placing students \_\_\_
- Policies/procedures related to continuation and termination from educational programs including appeal process and readmission policies/procedures \_\_\_

**Rationale:**

The material provided is sufficient to indicate that the college is in compliance with this standard.

**Standard 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.

**Team Verification:**

Compliant

**Evidence:**

- Policies/procedures regarding secure retention of student records, (i.e., back-up, confidentiality, release, protection from cybersecurity issues or other emergencies) \_\_\_

**Rationale:**

The supplemental evidence provided indicates that the college is in compliance with this standard.

**Standard 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.

**Team Verification:**

- Type 2 Finding

**Evidence:**

- Policies/procedures for reviewing published materials (print or websites) that assures institutional integrity \_\_\_

**Rationale:**

The evidence provided describes the catalog, schedule and handbook review processes, a four person team responsible for the college's communication guide, and related Board and Administrative processes. The standard is broader than those documents and resources, however, and examples that reflect review of a wider sample of announcements, statements and publications for the purpose of ensuring accuracy and integrity would be helpful.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Policies/procedures for reviewing internal and external complaints and grievances \_\_\_



**Rationale:**

Evidence provided in a wide range of resources indicates that the college is in compliance with the standard. The panel notes in particular that the text on the "Report an Incident/Complaint" web page clearly and concisely describes how complaints and grievances are addressed.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Policies/procedures prohibiting conflict of interests among employees and board members \_\_

**Rationale:**

The evidence regarding conflicts of interest is clear and to the point and indicates that the college is in compliance with the standard.

**Standard 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

**Team Verification:**

- Compliant

**Evidence:**

- Policies/procedures that articulate the oversight and management of financial resources \_\_
- Latest external financial audit including management letter \_\_
- Cash flow balance sheets \_\_
- Audited financial statements \_\_
- Tuition and fees, educational, and auxiliary revenue for undergraduate and graduate enrollments \_\_
- Significant contracts/grants \_\_
- Endowment and giving reports \_\_
- Investment revenue \_\_

**Rationale:**

The evidence suggested for this standard was provided in the PRFR report; the panel's initial concern about the use of the word "conservative" without definition in the narrative was clearly addressed in the supplemental information. The panel has determined that the college is in compliance with the standard.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds \_\_
- Sample of meeting agendas, minutes, and/or other documentation as evidence of meaningful opportunities for participation by stakeholders \_\_

**Rationale:**

The PRFR report narrative clearly describes college processes that address this standard, and the evidence provided (with evidence provided for 2.E.3, AP 6300, and budget presentations provided under 2.A.4) make it clear that the college is in compliance with this standard.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Description of internal financial controls \_\_



- Board approved financial policies, state financial policies, or system financial policies \_\_\_

**Rationale:**

The evidence provided is comprehensive and indicates that the college is in compliance with this standard.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Human resource policies / procedures \_\_\_
- Policies/procedures related to teaching, scholarship, service, and artistic creation \_\_\_
- Policies/procedures for apprising employees of working conditions, rights and responsibilities, evaluation, retention, promotion, and termination \_\_\_

**Rationale:**

The college is in compliance with this standard, and the panel particularly notes the thorough Board policy; the faculty excellence manual in addition to the CBA; and the comprehensiveness and clear organization of the employee handbook.

**Standard 2.F.2**

The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.

**Team Verification:**

- Compliant

**Evidence:**

- Employee professional development policies/procedures \_\_\_

**Rationale:**

There is much evidence that the college is in compliance with this standard. The Center for Teaching and Learning website emphasizes faculty but has some materials for staff; a tuition waiver is available for staff; the college has clear Board policy on professional development; the Faculty Excellence Program and manual and strong resources; and financial support is identified in the Collective Bargaining Agreement for faculty.

**Standard 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.

**Team Verification:**

- Compliant

**Evidence:**

- Documentation about engagement and responsibilities specified for faculty and staff, as appropriate \_\_\_
- Personnel hiring policy/procedures \_\_\_
- Academic organizational chart \_\_\_
- Administrator/staff /faculty evaluation policies/procedures\_\_\_

**Rationale:**

The narrative, initial resources and supplemental resources indicate that the college is in compliance with this standard.

**Standard 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.

**Team Verification:**

Compliant

**Evidence:**

- Administrator/staff/faculty evaluation policies/procedures \_\_\_



#### Rationale:

The narrative provides descriptions of evaluation process and the evidence includes related policies and documentation used in evaluating faculty, staff and members of the administration.

#### Standard 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.

#### Team Verification:

- Compliant

#### Evidence:

- Listing of programs and services supporting student learning needs \_\_

#### Rationale:

The college is in compliance with this standard. The "Listing of Programs and Services Supporting Student Needs" is informative and well-documented, and was particularly helpful as a separate document from the report.

#### Standard 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.

#### Team Verification:

- Compliant

#### Evidence:

Catalog (and/or other publications) that provides information regarding:

- 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 \_\_
- 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 \_\_
- The academic calendar \_\_

#### Rationale:

All of the suggested evidence was provided, and the web catalog is well organized and easy to use. The college is in compliance with this standard.

#### Standard 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.

#### Team Verification:

- Compliant

#### Evidence:

Samples of publications and other written materials that describe:

- 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 \_\_

#### Rationale:

The college provides a helpful list of specialized accreditations and certification requirements on the website and is in compliance with this standard.



#### Standard 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.

##### Team Verification:

- Compliant

##### Evidence:

- Published financial aid policies/procedures including information about categories of financial assistance \_\_\_
- Information to students regarding repayment obligations \_\_\_
- Policies / procedures for monitoring student loan programs \_\_\_

##### Rationale:

The college provided all of the suggested evidence and is in compliance with this standard. Information about financial aid is clearly presented on the website.

#### Standard 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.

##### Team Verification:

- Compliant

##### Evidence:

- Published financial aid policies/procedures including information about categories of financial assistance \_\_\_
- Information to students regarding repayment obligations \_\_\_
- Policies / procedures for monitoring student loan programs \_\_\_
- Loan default rate published on website \_\_\_

##### Rationale:

Categories of financial assistance and repayment information are provided in the financial aid award booklet. Information regarding monitoring loan programs was described in the narrative and the default rate is in the financial aid section of the catalog. The college provides students with thorough and clear information about financial aid and is in compliance with this standard.

#### Standard 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.

##### Team Verification:

- Compliant

##### Evidence:

- Description of advising program, staffing, and advising publications (Student handbook or Catalog; links to webpages – please note specific pages or areas) \_\_\_
- Systematic evaluation of advising \_\_\_
- Professional development policies / procedures for advisors \_\_\_

##### Rationale:

The supplemental information provided regarding the evaluation of advising included compelling CCSSEE data that indicates that, while students may engage slowly with advising at first, it then becomes a very important and effective service compared to peer colleges and national survey results.

#### Standard 2.G.7

The institution maintains an effective identity verification process for students, including those 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.

##### Team Verification:

- Type 2 Finding





#### Evidence:

- Policies/procedures for ensuring the student who registers in a distance education course/program is the same student who participates in the course and receives credit \_\_\_
- Policies/procedures make it clear that these processes protect student privacy \_\_\_
- Notification to students at the time of registration of any additional charges associated with verification procedures \_\_\_
- Academic policies/procedures for instructors to implement requirements for *regular and substantive interaction* in distance education courses/programs \_\_\_

#### Rationale:

: Supplemental information provided on procedures regarding regular and substantive interaction in distance education indicates that the college is addressing that federal regulation. Evidence provided indicates that the college is intentional about the identity verification process. Evidence provided includes a description of notification to students at time of registration regarding any related charges, but direct evidence of that was not provided. With the recent implementation of Multi-factor Authentication for students, the college may wish to prepare evidence of how that may be strengthening identity verification in online testing situations.

#### Standard 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.

#### Team Verification:

- Compliant

#### Evidence:

- Procedures for assessing adequacy of library collections \_\_\_
- Library planning committee and procedures for planning and collection development \_\_\_
- Library instruction plan; policies/procedures related to the use of library and information resources \_\_\_
- Library staffing information; policies/procedures that explains faculty/library partnership for assuring library and information resources are integrated into the learning process \_\_\_

#### Rationale:

Supplemental information provided thoroughly addressed the standard. Administrative Policy 4040, "Library and Learning Support Services" is particularly strong.

#### Standard 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.

#### Team Verification:

- Type 2 Finding

#### Evidence:

Facilities master plan, including:

- Equipment replacement policies/procedures \_\_\_
- Procedures for assessing sufficiency of physical facilities \_\_\_
- Policies and procedures for ensuring accessible, safe, and secure facilities \_\_\_
- Policies/procedures for the use, storage, and disposal of hazardous waste \_\_\_
- Technology master plan and planning processes \_\_\_

#### Rationale:

The supplemental information provided included policies related to the suggested evidence, notes regarding "approved facilities projects" and a technology spending plan. No direct evidence was provided of a technology master plan, procedures regarding hazardous waste management, a campus master plan or an equipment replacement plan.

#### Concluding Comments

This panelist has been a part of the PRFR process since it started and would like to say that this was a well-written document, and that it was easy to navigate through and to access the provided resources. It was thoughtful, straightforward and comprehensive without being lengthy. As a panel, thank you for being so responsive to the supplemental questions we had for you. In the few areas where it looks as though there is more work to be done, the panel hopes that our comments are helpful, as we intend them to be. Creating this report was a team effort on the part of your college and the quality of your team comes through in the document. Thank you for your hard work.