



**Northwest Commission on Colleges and Universities
Sixth Year Accreditation Report**

Submitted: February 16, 2024

Policies, Regulations, & Financial Review 2024

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Klamath Community College Non-Discrimination and Equal Opportunity Policy

It shall be the policy of the Klamath Community College District to affirm the rights of all individuals to equal education, activities, facilities, and employment without regard to age, sex, disability, national origin, race, marital status, religion, or sexual orientation in accordance with federal and state laws. Klamath Community College complies with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, and Section 504 of the Rehabilitation Act of 1973, and Title II of the Americans with Disabilities Act of 1990, and any amendments thereto.

Inquiries or grievances concerning the application of these laws and regulations to the College may be directed to the Klamath Community College's Executive Director of Human Resources and General Counsel at 7390 South 6th St., Klamath Falls, OR 97603 or at 541-882-3521 or to the Director, Office of Civil Rights, U.S. Department of Education, Washington D.C. 20201.

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MISSION FULFILLMENT

Institutional Overview

Klamath Community College (KCC) was established in 1996 and is the newest community college of the seventeen community colleges in Oregon. KCC's district boundaries lie inside of Klamath and Lake counties, an area covering more than 14,000 square miles and containing a population of approximately 74,000 people. In the last year, the College served nearly 6,000 students generating 2,110 FTE. KCC offers 32 degrees, 24 one-year certificates, and 33 career pathway certificates, and maintains partnerships with three four-year universities that allow students to earn a bachelor's degree without leaving Klamath Falls.

Mission Statement

Klamath Community College provides accessible, quality education and services in response to the diverse needs of the student, business, and community.

The College supports student success in workforce training, academic transfer, foundational skills development, and community education.

Klamath Community College has updated the College's mission fulfillment report and scorecard to align with the College's new strategic plan.

Strategic Initiatives

- Student Success. KCC will adapt or develop services, practices, and technologies to provide an inclusive, engaging, and supportive college experience to promote student success and completion.
- Future-focused education and services. KCC will offer a portfolio of adaptive, innovative, and accessible education and training programs.
- Organizational viability. KCC will adapt or develop sustainable plans, services, practices, and technologies to provide a secure, desirable, and inclusive working environment.
- Community engagement. KCC will improve and align its plans, communications and collaborative partnerships that advance community engagement, economic improvement, and workforce development.
- Advanced planning and strategy. Recognizing that our students will be the flexible and mobile workforce of the future, KCC will adapt its planning and data analysis to be responsive to regional, national, and global changes.

Strategic Planning and Mission Fulfillment

KCC is in the third cycle of its current strategic planning series. The Strategic Plan 3.0 performs four functions, it: provides long term goals, unifies other planning efforts, is vital in evaluating the College's effectiveness and mission fulfillment, and provides a venue to celebrate and publish accomplishments. The key to the strategic plan's success is its role in the College's budget process.

Department budget requests are listed by strategic initiative. Departments record their accomplishments and challenges during the year. During the next budget cycle, departments report their accomplishments from the previous budget requests. These

accomplishments are reported to the public at the end of each four-year strategic planning cycle in addition to including the mission fulfillment report and scorecard. In keeping with the College's culture of collaboration and transparency, KCC's planning processes offer widespread opportunities for input by appropriate constituencies. Participation is highly sought after from advisory boards for academic programs, to shared governance, to strategic planning; to public and employee participation. The strategic planning process solicits extensive public, Board of Education, and KCC employee input. All employees participate in developing departmental strategic plans, annual operating goals, and budget analyses. The College's Strategic Plan serves as a unifying element which considers the needs of the community, the mission of the college, efforts of the college's internal departments, and the budgeting process.

EXHIBITS

[Strategic Plan 3.0](#)

[Accreditation](#)

[Mission Fulfillment Report](#)

ELIGIBILITY REQUIREMENTS

Klamath Community College attests that it remains in compliance with NWCCU Eligibility Requirements 1-23 as certified in the [Institutional Report Certification Form](#).

1. OPERATIONAL STATUS

The institution has completed at least one year of its principal educational programs and is operational with students actively pursuing its degree programs at the time of NWCCU's acceptance of its Application for Consideration for Eligibility. The institution has graduated at least one class in its principal educational program(s) before NWCCU's evaluation for initial accreditation.

2. OPERATIONAL FOCUS AND INDEPENDENCE

The institution's programs and services are predominantly concerned with higher education. The institution has sufficient organizational and operational independence to be held accountable and responsible for meeting and sustaining NWCCU's Standards for Accreditation and Eligibility Requirements.

3. AUTHORITY

The institution is authorized to operate and confer degrees as a higher education institution by the appropriate governmental organization, agency, and/or governing board as required by the jurisdiction in which it operates.

4. INSTITUTIONAL EFFECTIVENESS

The institution demonstrates and publishes evidence of effectiveness and uses ongoing and systematic evaluation and planning to refine its key processes and measures to demonstrate institutional mission fulfillment. Through these processes, it regularly monitors its internal and external environments to determine how and to what degree changing circumstances may impact the institution and its ability to ensure its viability and sustainability.

5. STUDENT LEARNING

The institution identifies and publishes the expected learning outcomes for each of its degree, certificate, or credential programs. The institution engages in regular and ongoing assessment to validate student learning and, consistent with its mission, the institution establishes and assesses student learning outcomes (or core competencies) examples of which include, but are not limited to, effective communication, global awareness, cultural sensitivity, scientific and quantitative reasoning, critical analysis and logical thinking, problem solving, and/or information literacy that are assessed across all associate and bachelor level programs or within a General Education curriculum.

6. STUDENT ACHIEVEMENT

The institution identifies and publishes expected outcomes and metrics for student achievement, including, but not limited to graduation, retention, completion, licensure, and measures of postgraduation success. The indicators of student achievement are disaggregated by race, ethnicity, age, gender, socioeconomic status, first-generation college student, and any other institutionally meaningful categories that are used to help promote

student achievement and close barriers to academic excellence and success (equity gaps).

7. NON-DISCRIMINATION

The institution is governed and administered with respect for the individual in a nondiscriminatory manner while responding to the educational needs and legitimate claims of the constituencies it serves as determined by its mission.

8. INSTITUTIONAL INTEGRITY

The institution establishes and adheres to ethical standards in all of its academic programs, operations, and relationships.

9. GOVERNING BOARD

The institution has a functioning governing board(s) responsible for the quality and integrity of the institution and for each college/unit within a multiple-unit district or system, to ensure that the institution's mission is being achieved. The governing board(s) has at least five voting members, a majority of whom have no contractual or employment relationship or personal financial interest with the institution. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities, shall have, with respect to such boards, clearly defined authority, roles, and responsibilities for all entities in a written contract(s). 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 NWCCU accredited institutions with sufficient autonomy to fulfill its mission.

10. CHIEF EXECUTIVE OFFICER

The institution employs an appropriately qualified chief executive officer who is appointed by the governing board and whose full-time responsibility is to the institution. The chief executive officer may serve as an ex officio member of the governing board(s) but may not serve as chair.

11. ADMINISTRATION

In addition to a chief executive officer, the institution employs a sufficient number of 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. Such administrators provide effective leadership and management for the institution's major support and operational functions and work collaboratively across institutional functions and units to foster fulfillment of the institution's mission. Executive officers may serve as an ex officio member of the governing board(s) but may not serve as chair.

12. FACULTY

Consistent with its mission, the institution employs qualified faculty members sufficient in numbers to achieve its educational objectives, establish and oversee academic policies, and ensure the integrity and sustainability of its academic programs. The institution regularly and systematically evaluates the performance of faculty members in alignment with institutional mission and goals, educational objectives, 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.

13. EDUCATIONAL PROGRAMS

Consistent with its mission, the institution provides one or more educational programs all of which include appropriate content and rigor. The educational program(s) culminate in the achievement of clearly identified student learning outcomes and lead to degree(s) with degree designations consistent with program content in recognized fields of study.

14. LIBRARY AND INFORMATION RESOURCES

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.

15. PHYSICAL AND TECHNOLOGY INFRASTRUCTURE

The institution provides the facilities, equipment, and information technology infrastructure necessary to fulfill and sustain its mission and maintain compliance with all federal and applicable state and local laws. The institution's planning includes emergency preparedness and contingency planning for continuity and recovery of operations should catastrophic events significantly interrupt normal institutional operations.

16. ACADEMIC FREEDOM

Within the context of its mission and values, the institution adheres to and maintains an atmosphere that promotes, supports, and sustains academic freedom and independence that protects its constituencies from inappropriate internal and external influences, pressures, and harassment. Faculty, students, staff, and administrators are free to examine and test all knowledge and theories.

17. ADMISSIONS

The institution publishes student admission policies which specify the characteristics and qualifications appropriate for its programs and adheres to those policies in its admissions procedures and practices.

18. PUBLIC INFORMATION

The institution publishes current and accurate information regarding: its mission; admission requirements and procedures; grading policy; information on academic programs and courses; names, titles and academic credentials of administrators and faculty; rules and regulations for student conduct; rights and responsibilities of students; tuition, fees, and other program costs; refund policies and procedures; opportunities and requirements for financial aid; and the academic calendar.

19. FINANCIAL RESOURCES AND PLANNING

The institution demonstrates financial stability, with cash flow and reserves necessary to support and sustain its mission, programs, and services. Financial planning ensures appropriate available funds, realistic development of financial resources, and appropriate

risk management to ensure short-term financial health and long-term financial sustainability.

20. FINANCIAL ACCOUNTABILITY

For each year of operation, the institution undergoes an annual, independent financial audit by professionally qualified personnel in accordance with generally accepted auditing standards. The audit is to be completed no later than nine months after the end of the fiscal year. Results from the audit, including findings and management letter recommendations, are considered annually in an appropriate and comprehensive manner by the administration and the governing board.

21. DISCLOSURE

The institution accurately discloses all the information NWCCU may require to carry out its evaluation and accreditation functions.

22. RELATIONSHIP WITH NWCCU

The institution understands and accepts the Standards and policies of NWCCU and agrees to comply with these Standards and policies. Further, the institution agrees that NWCCU may, at its sole discretion, make known the nature of any action, positive or negative, regarding the institution's status with NWCCU to any agency or member of the public requesting such information.

23. INSTITUTIONAL CAPACITY

The institution demonstrates operational capacity (e.g., enrollment, human and financial resources, and institutional infrastructure) sufficient to fulfill and sustain its mission. It allocates resources as necessary to achieve its mission and engages in realistic budgeting, enrollment management, and capital planning to support the achievement of its identified strategic indicators of institutional capacity.

SECTION 2: GOVERNANCE, RESOURCES, AND CAPACITY

2.A Governance

2.A.1 Governance Structure

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.

2.A.1 Board

BOARD OF EDUCATION

Klamath Community College's Board of Education is the governing body whose primary duty is to adopt policies for the general governance of the KCC district. The board's range of authorities and responsibilities is described in [Oregon Revised Statute \(ORS\) 341.290](#). By emphasizing strategic leadership rather than administrative detail, the board keeps its main focus on the long-term effectiveness of the college. The board considers, reviews, and acts upon recommendations of the college president regarding policies affecting the welfare of the KCC district. Policies that govern the Board are available on the College public website along with the College's administrative procedures. Detailed information about the Board and its members also appears on the website.

Oregon Community College Governance

Klamath Community College is one of Oregon's seventeen decentralized community college districts accredited by the Northwest Commission of Colleges and Universities. The Oregon legislature grants authority to Klamath Community College and its governing Board to operate and award degrees with two Oregon Revised Statutes: [ORS 341.290](#) and [ORS 341.465](#). Oregon community colleges are overseen by the Higher Education Coordinating Commission (HECC) and guided by the Oregon Department of Community Colleges and Workforce Development, which is headed by a commissioner for community colleges. The commissioner reports directly to HECC.

EXHIBITS

[Board of Education](#)

[Board Policy 1100 Klamath Community College](#)

[Board Policy 2010 Board of Education Membership](#)

[Board Policy 2200 Board of Education Duties and Responsibilities](#)

[Board Policy 2430 Delegation of Authority to the College President](#)

[Board Policy Review Calendar](#)

2.A.2 System of Leadership

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.

KCC's tiered system of leadership is intentionally designed to ensure appropriate levels of authority, responsibility, and accountability in the College's administrative structure. The top tier of leadership is the executive cabinet. The executive cabinet is supported by department deans, directors, and managers, who oversee their respective areas. Leadership responsibility and authority is outlined in the College organizational chart.

The decision-making structures and processes require consideration of the views of faculty, staff, administrators, students, and external stakeholders. These systems encourage informed and inclusive decision making, transparency and clarity of operations and decision making, and provide for open lines of communication and accountability.

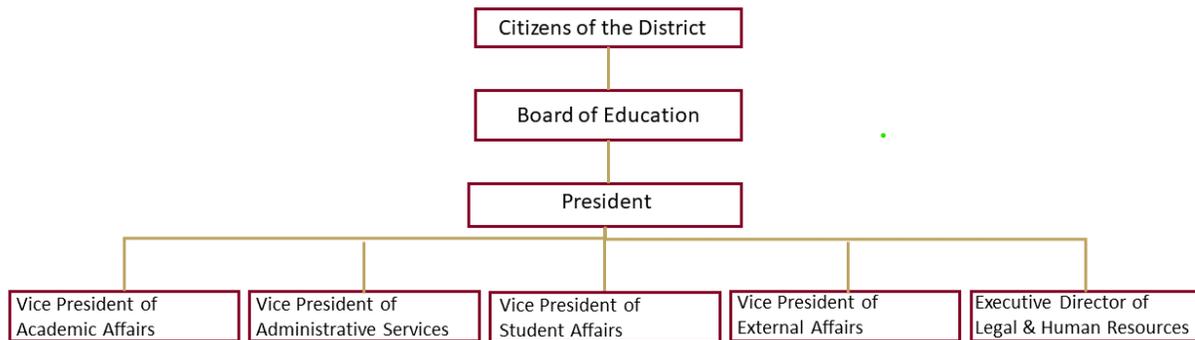


Figure 2.A.2: Governance Leadership—Executive Cabinet Reporting Structure

College President

The college president reports to the Board of Education (see Figure 2.A.2 above). Four vice presidents and the executive director report to the college president; they lead the following respective divisions: Academic Affairs, Administrative Services, Student Affairs, External Programs, and Legal Counsel/Human Resources. In addition, the President oversees the Director of Information Services, Public Information Officer, Institutional Researcher, Director of International Programs, and Strategic Planning. The president provides for consideration of the views of faculty, staff, administrators, students, and community members through multiple channels, which are discussed below.

Executive Cabinet

The executive cabinet consists of the president, the vice president of Academic Affairs, the vice president of Administrative Services, the vice president of Student Affairs, the vice president of External Programs, the executive director of Human Resources and legal counsel, and the executive administrative assistant to the president. To encourage regular and systematic collaboration and communication, the executive cabinet holds weekly four-hour meetings on Wednesdays from 10:00am-2:00pm

EXECUTIVE TEAM

Name and CV Link	Title	Division
Jamie Jennings	Vice President of Academic Affairs and Chief Academic Officer	Academic Affairs
Charles Massie	Vice President of External Programs	External Programs and Grants
Gail Schull	Vice President of Student Affairs	Student Affairs
Denise Reid	Interim Vice President of Administrative Services	Administrative Services
Joshua Guest	Legal Counsel and Executive Director of Human Resources	Human Resources

EXHIBITS

[KCC's Organizational Charts](#)

[Board Policy 2510 Participation in Local Decision-Making](#)

[Administrative Procedure 2510 Participation in Local Decision Making](#)

[Board Policy 3100 Organizational Structure](#)

[Administrative Procedure 3100 Organizational Structure](#)

2.A.3 Chief Executive Officer

The institution employs an appropriately qualified chief executive officer with full-time responsibility for the institution. The chief executive officer may serve as an ex-officio member of the governing board but may not serve as its chair.

KCC has employed Dr. Roberto Gutierrez as its district President/CEO since 2012. President Gutierrez serves as the sole employee of the Board. He serves as an ex-officio member of the Board but does not serve as chair. The Board delegates to the College president/Chief executive officer the authority to administer procedures necessary to the operation of the college.

EXHIBITS

[Dr. Roberto Gutierrez CV](#)

[Board Policy 2430 Delegation of Authority to the College President](#)

2.A.4 Consideration of the Views of All Stakeholders

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.

Klamath Community College's decision-making structures are multifaceted and include provisions for the consideration of the views of faculty, staff, administrators, and students through an extensive network of councils, committees and workgroups that advise administrators in carrying out the work of the College.

SHARED GOVERNANCE.

Shared governance embodies the College’s values, supports the College’s vision, and facilitates the College’s work in achieving its mission. Through shared governance the College community has an opportunity to influence decisions by enabling representative groups to work cooperatively in making attentive and timely recommendations to the administration on matters of planning effectiveness, policy, procedure and programs.

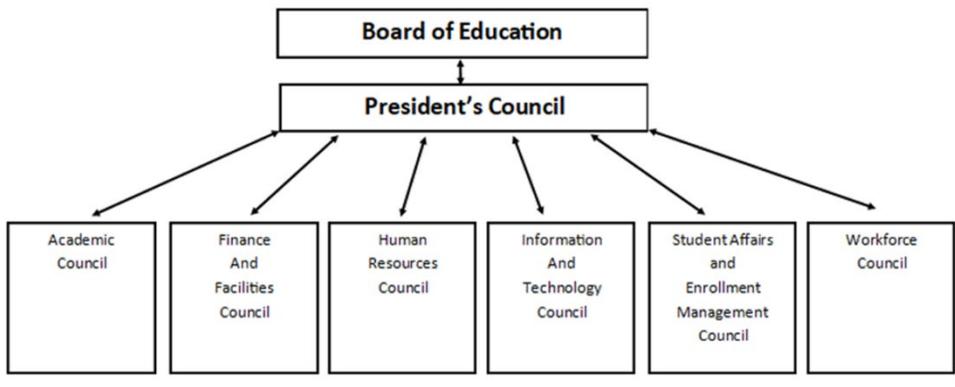


Figure 2.A.4: Overall Shared Governance Structure at Klamath Community College

As illustrated in Figure 2.A.4, KCC has a well-developed shared governance structure. The college’s system of shared governance includes committees and councils composed of college-wide representatives. Committees report to councils, which, in turn, report to the President’s Council. The President’s Council reports to the Board of Education, which is the ultimate governing body.

The majority of decisions at the College are made in consultation with one or more of these groups. They provide feedback, make recommendations, and contribute to processes, initiatives, and policy and procedure oversight and development. Council charters spell out purpose, representation, and terms of service for standing members. Institution-level planning and decision-making is informed by college councils, standing committees, and advisory and disciplinary committees. All college divisions, departments and programs adopt, monitor progress, and track progress toward reaching goals in their respective Strategic Plans. In addition, the Continuous Improvement and Innovation Committee (CIIC), a cross divisional multidisciplinary team, meets monthly to review relevant institutional indicators, track progress toward mission fulfillment, and recommend areas for continuous improvement. The heart of this committee’s work is to oversee the systematic five-year program review of instructional and non-instructional programs.

Faculty play a key role in academic areas by determining their approaches to curriculum, teaching, and assessment. Career and technical education programs work closely with their industry advisory committees to shape these decisions.

BUDGETING DECISIONS

Annual budget planning begins at the department and program level and moves upward through the supervisory hierarchy outlined on the College organizational chart before final budget proposal decisions are made by the Executive Team. The proposed budget is then presented for review and approval by the College Budget Committee in public meetings.

Finally, the College Board votes to approve the budget, ending the annual budget cycle. Administrators seek input from stakeholders to inform these decisions.

All decisions regarding the annual budget are directly related to KCC's strategic plan. For every budget cycle, each cost center manager presents an annual budget to the President, CFO, and related VP. This allows them to share the direction their department is heading to ensure it aligns with the strategic plan. Each presentation must have data to support the need for their budget. This data must be driven directly from the goals within their strategic plan.

EXHIBITS

[Board Policy 2510 Participation in Local Decision-Making](#)
[Administrative Procedure 2510 Participation in Local Decision Making](#)
[Administrative Procedure 3100 Shared Governance](#)
[Board Policy 3250 Institutional Planning](#)
[Administrative Procedure 3250 Strategic Planning](#)
[Administrative Procedure 4260 Advisory Committees](#)
[Example Non-Instructional Budget Presentation](#)
[Example Instructional Budget Presentation](#)

2.B Academic Freedom

2.B.1 Principles of Academic Freedom

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.

The College promotes public understanding and support of academic freedom in order to encompass the interests and common good of students, faculty, the College and the community. The College publishes and adheres to policies, approved by its Board, regarding academic freedom and responsibility that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

EXHIBITS

[Board Policy 4030 Academic Freedom](#)
[Academic Policy 4030 Academic Freedom](#)
Faculty Association [Collective Bargaining Agreement](#), Article 18

2.B.2 Support of Independent Thought

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.

Faculty members have the responsibility to present scholarship fairly, accurately, and objectively. Derivative scholarship acknowledges the source of intellectual property, and personal views, beliefs, and opinions are identified as such.

FREEDOM OF INQUIRY

Faculty, in the classroom and other educational settings, provides free discussion, inquiry, and expression related to course content. Student academic performance shall be evaluated solely on an academic basis, not on opinions or conduct unrelated to curricular standards. Students are free to disagree with course material or views at an appropriate time and in a non-disruptive manner and are expected to reserve judgment regarding others' opinions.

NON-DISCRIMINATION

Klamath Community College affirms the rights of all individuals to equal education, activities, facilities, and employment without regard to age, sex, gender, disability, national origin, race, color, marital status, religion, or sexual orientation in accordance with federal and state laws. KCC complies with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990, and any amendments. Inquiries or grievances regarding student matters are routed to the Student Conduct Officer and Title IX officer.

EXPRESSIVE CONDUCT GUIDELINES

Klamath Community College (KCC) fully supports open expression and free speech by students and the public. This is called "expressive conduct" and includes speech, literature distribution, displays/signs, petition circulation, vigils, and other forms of free expression. Except in cases where evidence exists of the potential for material and substantial disruption of the learning environment or campus operations (including, but not limited to, infringing on the rights of others), KCC does not regulate the content of expressive conduct; however, in order to maintain safety and the college mission, KCC does regulate the time, place and manner of these activities on college property.

EXHIBITS

[Board Policy 3410 Nondiscrimination](#)

[Board Policy 3430 Prohibition of Harassment](#)

[Board Policy 3433 Prohibition of Sexual Harassment under Title IX](#)

[Board Policy 3900 Speech-Time, Place, and Manner](#)

[Administrative Procedure 3900 Speech-Time, Place and Manner](#)

Student Handbook: [Expressive Conduct Guidelines](#)

Web [Title IX: Sexual Assault, Misconduct, and Gender Discrimination Resources](#)

2.C Policies and Procedures

2.C.1 Transfer of Credit

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.

TRANSFER OF CREDIT POLICIES/PROCEDURES

Klamath Community College (KCC) supports seamless transfer for lower division coursework from high school to KCC and from KCC to four-year colleges and universities. In addition, the College values credit for prior learning (CPL) by supporting the transfer and articulation of credits. Credit awarded for prior learning must be directly applicable to meet requirements for general education, a certificate, a degree, or electives as outlined by KCC's academic catalog

Klamath Community College has adopted administrative procedures and processes regarding transfer of credit and acceptance of prior learning credit to align with the Higher Education Coordinating Commission (HECC) standards and [ORS 350.110](#).

KCC has a full-time Transcript Evaluator who reviews, articulates, and consults with faculty subject matter experts and deans to make final judgments regarding acceptance of transfer credit. In conjunction with faculty, the Transcript Evaluator reviews the other college's course descriptions and/or syllabi or other relevant documents to ensure that transfer credits fulfill KCC's course content and outcomes, academic quality, and relevance to students' degree and/or certificate programs. This process ensures the integrity of KCC's degrees. Where patterns of student enrollment between institutions are identified, KCC develops articulation agreements with other institutions.

Information about transfer of credit from other colleges or universities and CPL options and opportunities are published in the College catalog and posted on the College website.

EXHIBITS

[Board Policy 4235 Credit by Examination/Credit for Prior Learning](#)

[Academic Policy 4235 Credit by Examination/Credit for Prior Learning](#)

[Academic Policy 4235 Transfer Credit Acceptance Procedure](#)

Catalog: [Transfer Acceptance Policy](#)

[Board Policy 4050 Articulation](#)

[Academic Policy 4050 Articulation](#)

[Transfer Programs](#)

[Transfer Tools](#)

[Credit for prior learning KCC webpage](#)

[KCC College Catalog](#)

[KCC Student Handbook](#)

2.C.2 Student Rights

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.

Klamath Community College has a number of policies, procedures, and related documents that discuss student's rights and responsibilities. These address provisions related to academic honesty, conduct appeals, grievances, and accommodations for persons with disabilities.

ACADEMIC INTEGRITY

Academic integrity is the expectation that faculty, staff, and students act with honesty, trust, fairness, respect, and responsibility. KCC is committed to providing students with accessible, quality educational opportunities that uphold high academic standards; therefore, academic integrity is expected for all students. All faculty, staff, and administrators should foster a culture of academic integrity through college-wide professional development and practice.

Conduct Appeals

The student code of conduct ("code") maintains the integrity of the college mission and promotes a safe learning environment. Unwillingness or inability of a student to abide by the code may result in disciplinary actions.

Grade Appeals

Students should first discuss grade disputes with the instructor. The dean may mediate with the student and instructor. If mediation fails, students may submit an appeal form to the vice president of Academic Affairs. Grade appeals are processed at regular intervals. Questions about grade appeals are directed to the vice president of Academic Affairs.

Grievances

Klamath Community College affirms the right of all individuals to equal education, activities, facilities and employment without regard to age, disability, national origin, race, marital status, religion, and sex, in accordance with federal and state laws. Klamath Community College complies with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, and Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. Each student has the right to file a grievance on any abridgement of his/her rights. The procedure for filing a grievance is outlined in the College Catalog, the Student Handbook, and on the KCC webpage.

Accessibility Services and Resources

The College places a high emphasis on ensuring unrestricted access for all. Our facilities are open to the entire community and adhere to the accessibility requirements outlined in the Americans with Disabilities Act (ADA). Beyond ensuring compliance with governing codes in the design and construction of all facilities, the College has appointed a student accessibility coordinator. This coordinator serves as a dedicated point of contact and advocates for individuals with special needs in matters related to ADA accessibility. To streamline accessibility-related enhancements during facility remodels and reconstruction projects, the Facilities and Operations department has implemented an evaluation system. This system aids the College in prioritizing needs, identifying necessary resources and funding, and integrating accessibility improvements more efficiently into ongoing construction efforts.

EXHIBITS

[Board Policy 5140 Accessibility Services-Student Disability Services](#)

[Board Policy 5500 Standards of Student Conduct](#)

[Board Policy 5520 Student Discipline](#)

[Board Policy 5530 Student Rights and Grievances](#)

Instructional Material and Grading, Faculty Association [Collective Bargaining Agreement](#), Article 15

Web

[Accessibility Services and Resources](#)

[Student Resources](#)

[KCC Student Resources](#)

[Student Policies](#)

[Student Handbook](#)

[Student Code of Conduct](#)

[Student Appeals Process](#)

[Student Affairs Policies](#)

[Academic Integrity](#)

2.C.3 Admission, Placement, and Termination

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.

ADMISSIONS

Klamath Community College generally has an open admissions policy that reflects its mission as a community college committed to access. Additional policies and procedures support a detailed admission and readmission process designed for student success. Board Policy (BP) 5010 Admissions and Concurrent Enrollment, BP 5011 Admission and Concurrent Enrollment of High School and Other Young Students, and Administrative Procedure (AP) 5011 outline the processes for a student to be admitted to the College. Admissions information is published on the College website, in the online student handbook, and in the online College catalog.

PLACEMENT

KCC has adopted a practice of using multiple measures to effectively place students. To start, students must set up a meeting with a student success advisor to review their academic history, degree goals, Smarter Balance score (if applicable), transcripts from high school and/or college and their comfort level with math and writing. Students will be advised on the next steps regarding math and writing placement. Next steps may include taking the placement test at the Testing Center, or remotely, or immediately enrolling in courses. KCC offers corequisite courses to provide additional support for students taking math and writing courses.

TERMINATION

All credit students must make satisfactory academic progress (SAP) toward their educational goals. Failure to do so will result in academic warning, probation, or

suspension, and statuses that may hinder future enrollment or a student's ability to receive financial aid. Procedures related to a student's termination from education programs and the College appeals processes are detailed in the student Rights and Responsibility in the college catalog, student handbook, and KCC web page. Students who violate prohibitions are subject to discipline up to and including revocation of system access and expulsion.

Violations of law will be reported to law enforcement officials. Disciplinary action may be appealed in accordance with established college procedures.

EXHIBITS:

[Board Policy 5010 Admissions and Concurrent Enrollment](#)

[Administrative Procedure 5010 Admissions and Concurrent Enrollment](#)

[Board Policy 5011 Admission and Concurrent Enrollment of High School and Other Young Students](#)

[Board Policy 5052 Open Enrollment and Registration](#)

[Administrative Procedure 5130 Financial Aid](#)

[Board Policy 5520 Student Discipline](#)

[Board Policy 5530 Student Rights and Grievances](#)

[Catalog – Admissions and Registration](#)

[Math Curriculum Map](#)

[Writing Curriculum Map](#)

2.C.4 Student Records

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.

Policies and procedures regarding the secure retention of student records, including electronic records, comply and refer to standards from Oregon Secretary of State Archives Division record retention administrative rules ([OAR 166-450-0000](#)). Board Policies 3310 and 5040 address compliance with the requirements of applicable state and federal laws and guidelines. The College website, catalog, and student handbook detail student records information for students and the public.

Depending on the type of record, the College adheres to state record retention and administrative rules to ensure minimum length of time to retain records. For example, academic transcripts are kept permanently.

CONFIDENTIALITY

All employees, including College-employed students, are required to complete the Family Educational Rights and Privacy Act (FERPA) training on an annual basis. Supervisors ensure that privacy laws are observed. Appropriate employee access to student records is managed systematically through a formal process involving the Office of the Registrar, Information Services, Human Resources, and relevant department managers. College employees have access to information and training relating to Student Record Confidentiality. FERPA student records policy information is published in the Employee Handbook, the Term Schedule of Classes and on the College website. FERPA guidelines are also published in the College catalog.

EXHIBITS:

[Board Policy 3310 Records Retention and Destruction](#)

[Administrative Procedure 3310 Records Retention and Destruction](#)

[Board Policy 5040 Education Records, Directory Information, and Privacy](#)

[Administrative Procedures 5040 Educational Records, Directory Information, and Privacy](#)

[Catalog – Family Educational Rights and Privacy Act \(FERPA\)](#)

2.D Institutional Integrity

2.D.1 Accurate Communication

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.

Klamath Community College ensures that it represents itself with clear and accurate internal and external communications. The College ensures a meaningful and unified message by developing the college's communication style through a four-person communication team consisting of the college's Marketing Director, Outreach Coordinator, Public Information Officer, and Webmaster. KCC's student recruitment is conducted strategically to reach current and prospective students using face-to-face interaction, printed materials, and digital and social media platforms, such as the KCC website, and social media sites, such as Facebook, X (twitter), and Instagram. KCC strives to ensure all communication from the college presents KCC as an institution that supports higher education and workforce development on several tiers. Student recruitment and advertising strategies are aligned with the college's marketing plan.

Degree, certificate, program and course objectives, time requirements, and outcomes are described in online and printed materials to demonstrate that academic programs can be completed in a timely fashion. Curriculum maps to assist students with timely completion of programs are available for students in the catalog and on the KCC webpage.

All annual and quarterly publications, including but not limited to KCC's catalog, student handbook, and course schedules, are developed collaboratively by administrative, academic, enrollment, and marketing departments. Publications undergo several drafts and are reviewed by employees in document-related fields to ensure information is presented in a timely and accurate manner, and that the publication(s) adheres to College brand standards and complies with accreditation standards and federal and state regulations. Publications are quality controlled through the offices of the college's Assessment and Curriculum Coordinator and the Public Information Officer.

The President hosts monthly all-employee meetings to apprise everyone on directives, grants, student success and retention initiatives, project updates, introduction of new employees, and other relevant information. These provide a uniform message across the college.

EXHIBITS:

[Board Policy 3830 College-Community Relations](#)

[Board Policy 3835 Media Relations](#)

[KCC Style Guide](#)

[KCC Brand Book, 2023 Revision](#)

[Example of a Curriculum map](#)

[Facebook page](#)

2.D.2 High Ethical Standards

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.

HIGH ETHICAL STANDARDS

The College advocates and enforces high ethical standards in its management and operations by way of Board Policies, Administrative Procedures and training materials.

[Board Policy 1200](#) outlines the Values of the College, which include Respect for the Individual, Excellence, Integrity, Commitment to Learning, Local Governance & Accountability, and Understanding & Communication. The value of *Integrity* directs the College to, “Embrace ethical behavior and self-discipline as the hallmark of the school.” The value of *Local Governance & Accountability* includes the charge to, “Be accountable to the local patrons and the state. Be governed locally by the District Board.”

The Board sets additional policies obliging itself to establish and maintain high ethical standards for the College and for the Board itself (see Board Policies [2710](#), [2712](#), and [2715](#))

The College [Board Policy 3050](#) establishes the Institutional Code of Ethics that establishes the standard of conduct requiring all employees to maintain a level of personal and professional behavior consistent with their position and maintain a professional attitude toward students, colleagues, and the community. The Institutional Code of Ethics includes language forbidding employees from using their position or attempting to use their position to obtain financial gain or avoid financial detriment that would otherwise not be available but for the employee’s position with the College. This expectation extends to employees using their position to additionally benefit their own business associations, relatives, and relatives’ business associations.

Board Policy further establishes that the College shall provide access to its services, classes, and programs without regard to protected status. This includes a prohibition of discrimination on the basis of race, color, religion, sex (including pregnancy), sexual orientation, gender identity, age, veteran status, genetic information, marital status, as well as any other protected class under applicable laws ([Board Policy 3410](#)). Employees and applicants for employees are given the same protection as established by policy and as required by law ([Board Policy 3420](#)). A policy prohibiting harassment is broadly applied to include all members of the College community, including Board of Education members, employees, students, volunteers, and interns.

The College policies establish that employees are free from retaliation as a result of good faith use of the College grievance process or other activities protected by whistleblower protection laws (Board Policy [7355](#) and [7700](#)). Employees are also protected from retaliation for filing a complaint of harassment or for participating in a harassment investigation ([Board Policy 3430](#)). It is the policy of the College to investigate all allegations of retaliation swiftly and thoroughly, to take reasonable steps to stop such conduct, and to discipline individuals who engage in retaliatory conduct, up to and including expulsion or termination ([Ibid.](#)).

Employees receive Title IX training during orientation as well as mandatory Title IX training on an annual basis regarding avoiding discrimination on the basis of sex. Employees also receive mandatory Title VI training regarding avoiding discrimination on the basis of race, color or national origin.

To promote ethical and consistent hiring practices, Human Resources uses hiring procedures to ensure all job descriptions only consist of job-related qualifications and contain language noting the College's position as an equal opportunity employer. Human Resources provides behavioral interview questions, scorecards, and interview training to hiring managers to remove bias and facilitate fairness in the selection process.

COMPLAINTS AND GRIEVANCES

The College allows all students, employees and members of the public to submit a concern or grievance on any basis by way of the College's public-facing [Concerns button](#) displayed prominently on the College website's main banner. All grievances and concerns are directed to the office of the College Legal Counsel, who also serves as the College Ethicist, Title IX coordinator, Section 504 Coordinator, Title II ADA Coordinator, Chief Human Resources Officer.

The grievance procedure establishes clear guidelines to make sure that grievances are resolved in a timely and reliable manner. In order to ensure fairness, employees may submit a grievance directly to their supervisor or they may direct their grievance directly to the Legal Counsel/Executive Director of Human Resources. Employees are entitled to receive a written decision within established timeframes, which must include a discussion of whether the facts support the complaint, whether College rules support the requested remedy, as well as the rationale for the decision. All parties involved in a grievance receive a copy of the written decision. A grievant may appeal the written decision directly to the President of the College, followed by the Board of Education of the College. Appeals are similarly time-regulated by policy, requiring the President and/or the Board to respond in a timely manner.

All employees are able to access the grievance policy with clearly defined timelines noted in collective bargaining agreements and the employee handbook.

Faculty and adjuncts that teach for-credit classes are governed by the Faculty Association's Collective Bargaining Agreement (CBA). There is a separate Grievance procedure established by the CBA for the purposes of addressing any violations of the CBA. The CBA Grievance procedure has specific rules regarding timelines, subject matter, and the manner for carrying out appeals and arbitration.

EXHIBITS:

[Board Policy 1200 College Mission, Vision, and Values](#)

[Board Policy 2710 Conflict of Interest](#)

[Board Policy 2712 Conflict of Interest – Contracts](#)

[Board Policy 2715 Code of Ethics/Standards of Practice](#)

[Board Policy 3410 Nondiscrimination](#)

[Board Policy 3420 Equal Employment Opportunity](#)

[Board Policy 3430 Prohibition of Harassment](#)

[Board Policy 3433 Prohibition of Sexual Harassment under Title IX](#)

[Board Policy 7355 Grievance Procedure](#)

[Board Policy 7700 Whistleblower Protection](#)

[Employee Handbook, Section 7.1: Workplace Violence and Other Safety Concerns](#)

[Employee Handbook, Section 7.4: General Grievance Procedure](#)

[Klamath Community College Faculty Bargaining Agreement, Article 9 \(Grievance Procedure\)](#)

[Concerns Intake Form](#)

[Job Description Operating Procedure](#)

[Job Description Template](#)

[Job Description Questionnaire](#)

[Interview Question Preparation form](#)

2.D.3 Adheres to Clearly Defined Policies

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.

KCC is governed by a publicly elected board and adheres to ethics standards described in Oregon Statute 244, Government Ethics. The College maintains high ethical standards in its dealings with institution advocates and subscribes to and exemplifies high ethical standards in managing and operating the institution, including its dealings with the public, the Commission, and external organizations, and in the fair and equitable treatment of students, faculty, and administrators, staff and other constituencies.

Campus policies are crafted in shared governance councils, consisting of a variety of staff and faculty, before submission to the President's Council, and then the Board of Education for approval. Personnel ethics, conduct standards, including outside employment and activities, are outlined in board Policy.

EXHIBITS:

[Board Policy 2710 Conflict of Interest](#)

[Administrative Procedure 2710 Conflict of Interest](#)

[Board Policy 2712 Conflict of Interest-Contracts](#)

[Board Policy 3050 Institutional Code of Ethics](#)

2.E Financial Resources

2.E.1 Audit Processes and Financial Stability

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.

Klamath Community College has a strong commitment to financial sustainability. As defined by [Board Policy 6250](#), “Budget Management,” requires that the institution maintain at least 90 days of operating cash in the general fund throughout the year. This requirement to have 25% of annual expenses on-hand shows a conservative approach to maintaining the institution’s financial stability and sustainability.

The institution also develops its budget by continuously seeking and acquiring additional funding via federal, state, and private grants. These additional funding sources make it possible for the college to maintain its strong reserves. For example, the opportunity to leverage a grant through the Economic Development Administration in the amount of three million dollars allowed for assisting in financing a campus expansion without a tuition increase or a local tax levy. Additionally, during the fiscal year 2021-2022 fiscal year Klamath Community College received \$4,820,375 in various grant dollars.

The college also plans for long-term obligations by reviewing, during each budget cycle, not only the annual budget and debt services requirements, but overall debt service payments, total debt outstanding, and the resources needed to uphold those payment structures.

During our budget cycle, all decisions regarding the annual budget are directly related to KCC’s strategic plan. For every budget cycle, each cost center manager presents an annual budget to the President, CFO, and related VP. This allows them to share the direction their department is heading to ensure it aligns with the strategic plan. Each presentation must have data to support the need for their budget. This data must be driven directly from the goals within their strategic plan.

Audit

KCC complies with all applicable federal and state budget law, and has an annual college audit as required by board policy. An audit of the college financial affairs is performed annually by an independent auditor who is appointed by the Board. The selected auditor must be on the roster of accountants authorized by the Oregon State Board of Accountancy to conduct municipal audits. The audit must be performed by December 31 of that year; the audit report is then presented to, and must be accepted by, the governing board.

Budget Development Process

Klamath Community College’s budget development process includes input from all cost center managers and their staff, the entire cabinet, a budget committee comprised of fourteen members of the public (seven board members and seven other local representatives), and the Board of Education. The fiscal year runs July 1–June 30. The annual financial planning and budget development process begins each January and continues until the board adopts the budget in their annual board meeting prior to July 1. This comprehensive process allows each cost center manager to do the following:

1. Present major accomplishments for the previous year.
2. Propose strategic goals for the coming year.

3. Project a budget needed to achieve those goals.

During the 2022-2023 academic year, 57 budget presentations were given by 60 employees. Once funding requests have been presented to the President and the Chief Financial Officer (CFO), each Vice President prioritizes the requests of the cost centers who report to them and then shares those priorities with the President and other cabinet members. The [Strategic Plan](#), which serves as a guide and as an accountability tool throughout the budget development process, is again consulted when making final decisions. Once the budget is compiled and balanced, it is presented publicly—first, to the Budget Committee and then to the Board of Education.

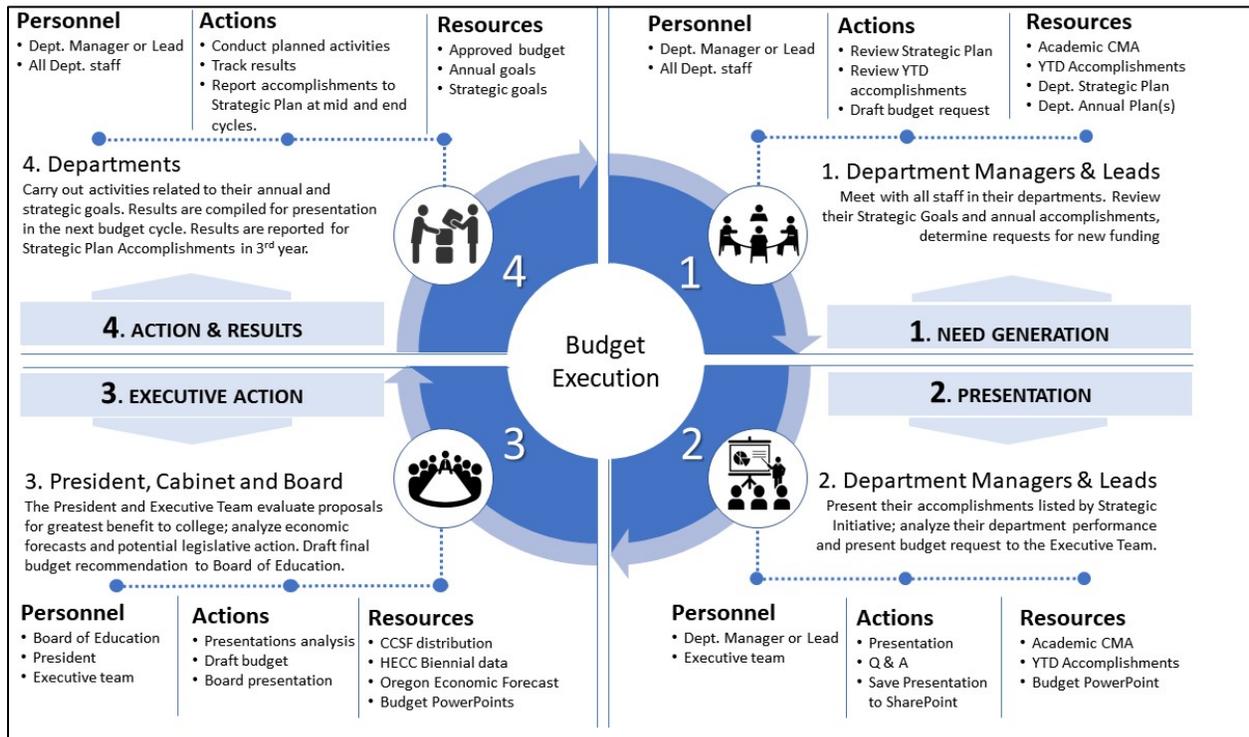


Figure 2.E.1. Budget Planning and Development Process

EXHIBITS:

- [Board Policy 6200 Budget Preparation](#)
- [Administrative Procedure 6200 Budget Preparation](#)
- [Board Policy 6250 Budget Management](#)
- [Administrative Procedure 6250 Budget Management](#)
- [Board Policy 6300 Fiscal Management](#)
- [Administrative Procedure 6300 Fiscal Management](#)
- [Board Policy 6400 Financial Audits](#)
- [Administrative Procedure 6400 Financial Audits](#)
- [Independent Auditor's Comment Letter](#)
- [Cash Flow Balance Sheets](#)

[Audited Financial Statements](#)

[Tuition and Fees, Educational, and Auxiliary Revenue for Enrollments](#)

[Endowment and Giving Reports](#) – KCC Foundation Audit Report

[Investment Revenue](#)

[Five-Year Budget Forecast 2023](#)

[Ten-Year Budget Forecast 2024](#)

2.E.2 Financial Planning

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.

Board policy directs that the budget be prepared in accordance with the college's strategic plan. Shared governance and strategic planning ensure widespread participation in the financial planning and budgeting process. The institution also has developed, uses, and publishes a financial forecast for the previous year, the current year, and seven future fiscal years that estimate resources, and expenditures.

KCC's commitment to shared governance and strategic planning ensures widespread participation in the financial planning and budgeting process. Board Policies 6200-6250 provide board direction to the President, who, with the assistance of the Vice President of Administrative Services and input from employees throughout the college, proposes annually a fiscal-year budget of revenues and expenditures for the college. This budget conforms to applicable state and federal law and includes policies for the fiscal year, district budget, funds sufficiency, interfund transfers, contingency, interfund loans, and adoption. Each of these policies supports the mission of the institution and the board's responsibility to provide accountability and oversight to the finances of the institution.

During the budget process, decisions regarding individual vacant, ending, new, or changing positions require discussion and approval of the Executive Cabinet after consultation and recommendation with the appropriate department dean or director in collaboration with Human Resources.

Throughout the budget development process, the Chief Financial Officer works closely with the Institutional Researcher to review enrollment trends, new programs, and conservable project enrollment for the next fiscal year. Additionally, since state funding is a large portion of the colleges general fund budget (63% of the total general fund revenue sources for the fiscal year 2022-2023) this is carefully calculated and projected as it is enrollment based as well.

Other revenue sources, such as grants, are projected as special revenue funds. During the budget development, there is regular collaboration with the Institutional Research Department. As much information as is available at the time of budget development is included in the special revenue funds portion of the institutional budget. As additional grants or resources are made available, they are brought to the board through a supplemental budget process for the budget resolutions needed to allow for the spending authority to be granted for those funds.

EXHIBITS:

[Board Policy 6200 Budget Preparation](#)

[Administrative Procedure 6200 Budget Preparation](#)

[Board Policy 6250 Budget Management](#)

[Administrative Procedure 6250 Budget Management](#)

[Board Policy 3250 Institutional Planning](#)

[Administrative Procedure 3250 Strategic Planning](#)

[Administrative Procedure 3250 Facilities Master Planning](#)

[Board Policy 3280 Grants](#)

2.E.3 Transparent Management of Resources

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.

The College's financial resources are managed transparently and in accordance with approved policies and applicable laws. Documented and regularly updated policies, procedures, and guidelines govern financial planning, revenues, expenditures, and internal controls. Board policy directs that the budget be prepared in accordance with the college's strategic plan. Shared governance and strategic planning ensure widespread participation in the financial planning and budgeting process. The institution also has developed, uses, and publishes a financial forecast for the previous year, the current year, and seven future fiscal years that estimate resources, and expenditures.

KCC's commitment to shared governance and strategic planning ensures widespread participation in the financial planning and budgeting process.

EXHIBITS:

[Board Policy 6200 Budget Preparation](#)

[Administrative Procedure 6200 Budget Preparation](#)

[Board Policy 6250 Budget Management](#)

[Administrative Procedure 6250 Budget Management](#)

[Board Policy 3250 Institutional Planning](#)

[Board Policy 6300 Fiscal Management](#)

[Administrative Procedure 6300 Fiscal Management](#)

[Administrative Procedure 3100 Shared Governance](#)

[Administrative Procedure 3250 Strategic Planning](#)

[Strategic Planning](#)

2.F Human Resources

2.F.1 Human Resources Policies

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.

KCC's Human Resources department has established processes for recruitment, selection, pre-boarding, onboarding, orientation, retention, promotion, discipline, and offboarding.

HR maintains a public-facing presence on the main College website as well as providing additional information available to all employees in the College's internal SharePoint website.

CONDITIONS OF EMPLOYMENT AND WORK ASSIGNMENTS

Delivery of accurate information begins well before an individual is formally employed by the College. Prospective employees receive accurate information in the job announcement, which includes a job description defining the job duties, work location, supervisor, employee group, salary, physical requirements, and qualifications for the position. A copy of the job description is provided with each offer letter to every prospective employee. All employees are required to sign a copy of the job description as a condition of employment. Copies of the offer letter, job description, and written acceptance of the position are kept in the employee's personnel file.

All employees are apprised of their probationary status during new employee orientation. The orientation takes place on the first day of work under the supervision of the Executive Director of Human Resources. The orientation follows a checklist of required topics which includes the employee's probationary state, six-month introductory period evaluation, rights for employees under the Federal Labor Standards Act regarding paid breaks, meal breaks, and overtime compensation. All employees are shown how to access the HR website, the complaint/concern button, board policies, and the employee manual. All new employees are required to sign a form acknowledging that they have been shown where to find Board Policy as well as the Employee Handbook and that they agree to abide by the terms of the Employee Handbook.

KCC posts and regularly updates posters in all campus buildings regarding employee rights under State and Federal law.

The Human Resources department makes all position job descriptions available for review by all employees in the College's internal SharePoint website. Position descriptions include information regarding Federal Labor Standards Act (FLSA) designation, essential and other functions of the job, qualifications, physical requirements, work schedule, conditions of employment, expected length of time to achieve proficiency, and signatures of the employee and supervisor. These are reviewed and updated annually by the employee and supervisor as part of the evaluation process to reflect current responsibilities and expectations.

Evaluation processes are also highly structured. Classified and exempt employees are evaluated annually using templated criteria. Faculty evaluation follows an annual

evaluation cycle as specified in the KCCFA CBA and evaluation tools and resources are provided in the Faculty Excellence Program Manual.

EMPLOYEE RIGHTS AND RESPONSIBILITIES

The academic faculty employee group is governed by bargaining agreements that are renegotiated every four years. Exempt, nonexempt, and administrative employees are provided with the Employee Handbook. Expectations for faculty are further documented in a KCCFA CBA and Faculty Excellence Program Manual. Each document details the rights and responsibilities of employees and criteria and procedures for evaluation, retention, promotion, and termination. Regular Workforce Collaborative meetings are held with faculty and the VP of Academic Affairs to address workplace related issues and concerns and provide clarification of the bargaining agreement. Every March, salaried academic faculty are informed of intent to employ and conditions of employment for the coming fiscal year.

TRAINING AND RETAINING EMPLOYEES

New employees are informed of their rights and responsibilities during New Employee Orientation (NEO), mandatory for all new salaried staff, regardless of classification or position. NEO includes an orientation to the College's culture, vision, mission, and goals, and an overview of College systems, policies and procedures. The agenda includes time to complete mandatory online training for Family Educational Rights and Privacy Act (FERPA), Preventing Sexual Harassment, and Mandatory Reporting. New full-time faculty participate in an additional orientation process that includes intensive initial training and follow-up sessions throughout the first year.

Benefits orientation is provided for all eligible new hires. This orientation details the comprehensive benefits package that the College offers to employees.

Policy requires the College to maintain an employee position classification system, which the College uses for placing comparable positions in the same pay grade. The pay grade chart is available for all employees to review on the College's internal SharePoint website ([Grade Chart](#)). Employees and supervisors may submit a request to Human Resources to have a job classification reevaluated. Policy requires that decisions for such requests be documented in writing and provided to the affected personnel within 60 days of the initial request ([BP 7232 – Classification Review](#)).

Faculty pay grade system is contained in the Collective Bargaining Agreement, available to all employees on the internal HR website ([CBA, Appendix A – Full-Time Faculty Compensation and Appendix B – Adjunct Faculty Compensation Package](#))

DISCIPLINE AND TERMINATION

Policy establishes the grounds for discipline and termination of employment ([BP 7360 – Discipline and Dismissal](#)). The College apprises all employees of the grounds for discipline and due process rights in the Employee Handbook ([Section 9.5: Discipline, Termination, and Resignation](#)). Any disciplinary measures that result in suspension, reduction in pay, or termination from the position are subject to appeal by way of a hearing at the employee's request ([Ibid.](#)).

EXHIBITS:

[Orientation Checklist](#)

[Employee-accessible job grade chart](#)

[Board Policy 3715 – Intellectual Property](#)

[Board Policy 4030 – Academic Freedom](#)

[Administrative Procedure 4030 – Academic Freedom](#)

[Board Policy – Chapter 7 – Human Resources](#)

[Board Policy 7120 Recruitment and Hiring](#)

[Administrative Procedure 7120 Recruitment and Hiring](#)

[Board Policy 7130 – Employee Compensation](#)

[Board Policy 7150 – Employee Evaluations](#)

[Board Policy 7232 – Classification Review](#)

[Board Policy 7234 – Overtime](#)

[Board Policy 7235 – Probationary Period: Non-Academic Employees](#)

[Board Policy 7360 – Discipline and Dismissal](#)

[Employee Handbook](#)

[Klamath Community College Faculty Association Collective Bargaining Agreement](#)

[Faculty Excellence Program Manual](#)

[Job site postings](#)

[New Hire Introductory Evaluation sample form](#) (College personnel only)

2.F.2 Professional Growth and Development

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

It is the intent of the College to provide professional development opportunities for its employees. KCC Human Resources provides both required and optional training for staff, faculty, and administrators, some of which are position-specific and some are applicable to all employees. All departments have funds to support professional development.

IN-HOUSE PROFESSIONAL DEVELOPMENT

The College's Center for Teaching and Learning provides various methods of obtaining Professional Development Units (PDUs), including pedagogical best practices, cultural literacy curriculum development, training with instructional technology, evidence-based teaching, and many more.

All full- and part-time faculty have access to the Faculty Professional Activity Fund. The College sets aside an annual dedicated training fund to support faculty participation in workshops and conferences throughout the year. These funds are allocated by the Faculty Senate through an application process. Unspent funds are carried forward in the Faculty Professional Activity account from academic year to academic year. Additional funds are available to encourage part-time faculty participation in KCC-sponsored trainings and events, including: in-service, data summit, college-hosted workshops, department and staff meetings, advisory committee meetings, online instruction, course design and assessment, and best practices in pedagogy.

VIRTUAL ON-DEMAND TRAINING

Klamath has contracted with [SafeColleges](#) and [LinkedIn Learning](#) to support employee development through unlimited access to online on-demand e-learning. Online books, presentations, and courses meet a wide variety of training needs, from highly technical topics to software application instruction to business skills development. The materials can be used as reference tools to help answer day-to-day on-the-job questions or as part of a personal development plan.

INDEPENDENT EXTERNAL PROFESSIONAL DEVELOPMENT

The College offers a collection of opportunities for all employee groups to pursue professional development that aligns with department strategic and personal goals. These include tuition waivers, tuition discounts at other institutions, sabbatical and other professional leave programs. All employees also have access to annually-allotted professional development funds.

EXHIBITS

[Board Policy 7160 - Professional Development](#)

[Board Policy 7341 – Sabbaticals](#)

[Employee Manual, Section 5.5 \(Tuition Remission/Discounts\)](#)

[Faculty Collective Bargaining Agreement, Article 20](#)

[List of the Center for Teaching and Learning offerings](#)

2.F.3 Faculty, Staff, and Administrators

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.

KCC employs sufficient numbers of well qualified and dedicated administrators, faculty, and staff to support students, programs, and services. The college annually reviews staffing, equipment, and facility needs during the budgetary process. In addition, adequacy of staffing composition, qualifications, professional development and resources are also reviewed programmatically every 5 years in the instructional and non-instructional program review process. Ratios of full-time and part-time faculty are examined and evaluated by the Continuous Improvement and Innovation Committee (CIIC) by program and discipline. Comparisons of staffing are also available annually through the IPEDs Feedback reports. KCC consistently employs more full-time equivalent faculty, administrators, and staff than comparable institutions.

All new jobs and the filling of vacant positions must be approved at the cabinet level and be linked to college-wide initiatives.

From IPEDS report:

Occupational category	Fall 2021			Fall 2022		
	Total	Full-time	Part-time	Total	Full-time	Part-time
All staff	263	139	124	293	143	150
Instructional Staff	116	31	85	125	32	93
Non-Instructional Staff	147	108	39	168	111	57

RECRUITMENT

Each recruitment is based on an approved position description. Position descriptions clearly define duties and qualifications based on a classification system and the relevant decision-making authority. They outline essential and other functions of the job, qualifications, physical requirements, knowledge skills and abilities, work schedule, and other conditions of employment, and list minimum and preferred experience. Human Resources carefully reviews position descriptions for parity with other similar College positions. Supervisors are responsible to ensure accurate descriptions for each position under their supervision.

The College President shall establish procedures for the recruitment and selection of employees including, but not limited to, the following criteria ([Board Policy 7120](#)):

- Academic employees shall possess the minimum qualifications prescribed for their positions by state law.
- The criteria and procedures for hiring academic employees shall be established and implemented in accordance with board policies and procedures.

Human Resources, working with department administrators, is responsible for the recruitment of all new employees. Open positions are advertised on the College website and through online publications and specialty publications. Depending upon the type of position, recruitment may be local, regional, or national to yield a healthy pool of well-qualified and demographically diverse candidates.

FACULTY QUALIFICATIONS

The CBA outlines faculty qualifications in Appendix C, “Instructor Approval”, including categories for collegiate, career-technical, and developmental-education instructors.

All full-time faculty recruitment committees include participation from full-time faculty in related instructional disciplines and programs. To ensure that vacancy notices include accurate faculty educational requirements and appropriate minimum requirements for prior teaching experience, the VP of Academic Affairs and the Human Resources Manager facilitate each faculty search. Transcripts are required, and professional references are scrutinized before hiring recommendations are forwarded to the office of Academic Affairs and the President’s office for final approval.

EXHIBITS

[Collective Bargaining Agreement – Appendix C](#)

[Board Policy 7120 – Recruitment and Hiring](#)

[IPEDS data](#)

[IPEDS Feedback Report 2022](#)

[IPEDS Feedback Report 2023](#)

[Academic Organizational Chart](#)

2.F.4 Personnel Evaluations

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.

Performance management enhances faculty teaching, support, and administrative employee productivity, and ensures organizational alignment with strategic goals and planning. When executed well, it also provides an environment where employees are knowledgeable about organizational and department goals and how their individual goals relate to the overall goals of the college.

KCC conducts yearly employee performance evaluations for all full-time faculty, administrators, and support staff. For administrative and support staff, this process includes self-evaluations, co-worker evaluations, and supervisor evaluations and includes an opportunity to review the employee's performance and position description and to discuss professional development. Goals from the prior year are reviewed, and new goals are set for the upcoming year.

The president, executive cabinet, and deans are evaluated annually using a 360-degree review process, which includes a self-evaluation as well as evaluations from their direct reports, peers, and supervisor(s). Results from the president's review are forwarded to the Board of Education for inclusion in his or her annual performance evaluation.

Klamath Community College has a Faculty Excellence Program (FEP) manual that provides for the regular and systematic evaluation of faculty performance and professional development opportunities to ensure teaching effectiveness in fulfillment of Klamath Community College's commitment to offer quality learning opportunities (KCCFA Collective Bargaining Agreement, Article 6).

Per FEP manual guidelines, all adjunct faculty members will be assessed the first term they teach. Subsequent evaluations will occur every other year using the following assessment tools:

- Student course evaluations are completed every term for each class.
- Class observations are conducted by the Vice President of Academic Affairs or their designee.

A written evaluation will be provided to the adjunct faculty member. A conference regarding the written evaluation may occur upon request by either party.

After two satisfactory evaluations, the faculty member may continue every other year in-class observations, or complete an approved evidence-based project as defined by the Vice President of Academic Affairs with support from the Faculty Senate.

Full-time faculty receive an annual performance evaluation and establish an annual plan for the upcoming academic year. Faculty receive a written copy of their evaluation and are given an opportunity to respond in writing. The written performance evaluation is reviewed and signed by the full-time faculty member, their dean, and the Vice President of Academic Affairs (CBA, Article 6.I).

The KCCFA collective bargaining agreement outlines steps to be taken should a full-time faculty member's performance evaluation identify a need for improvement. The faculty member and the VP of Academic Affairs will develop and complete an informal improvement plan. The resolution process may include an informal and/or a formal improvement plan. If a faculty member feels that they have not been evaluated fairly, the faculty member may appeal to the college President for a change in evaluation rating in accordance with the appeal process (CBA, Article 6.D).

Student course evaluations, student learning outcome assessment data, and course and program success rates are collected and reviewed to provide regular feedback to supervisors and faculty regarding teaching effectiveness. Concerns that may emerge between regularly scheduled evaluations are addressed on a term-by-term basis (CBA, Article 6.F).

EXHIBITS

[Board Policy 7150 Employee Evaluations](#)

[Board Policy 7235 Probationary Period: Non-Academic Employees](#)

[Employee Manual, Section 3.2 Performance Reviews](#)

[Collective Bargaining Agreement, Article 6](#)

[Clerical Annual Evaluation](#)

[Administrator Annual Evaluation](#)

[Senior Administration 360 Annual Evaluation](#)

[Faculty Excellence Program manual](#)

2.G Student Support Resources

2.G.1 Effective Learning Environments

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.

KCC provides a broad array of services and supports for all of its students. The college's holistic approach to student support provides academic, health, socioemotional, financial, and logistical support. Wraparound support services are important for all students, but have been shown to be particularly critical and impactful for our traditionally underserved

student population made up of low income, first-generation, non-traditional, and students of color; many of our students are part of at least one of those categories. Our support systems serve the students no matter where they are on their educational journey.

Guided Pathways serve as the foundation for the College's system of support for student learning. KCC joined the Oregon Higher Education Coordinating Commission (HECC)'s community college Guided Pathways initiative, a noted best practice to address equity. The college also uses guided pathways metrics to measure student success. These metrics can be found in the college's *Mission Fulfillment Scorecard* and utilize national comparison metrics gathered from the *Voluntary Framework of Accountability*.

Using Results to Improve Services

Klamath Community College regularly and systematically reviews disaggregated student success data to assess the effectiveness of programs, services, and supports. Data sources that are commonly reviewed include: *IPEDS Feedback Reviews*, *CCCSE* and *SENSE* reports, *Voluntary Framework of Accountability*, and the *Mission Fulfillment Scorecard*. Examples of adopted review processes, events, and activities include, but are not limited to:

- In-Service Faculty and Staff Trainings
- Annual Budget Presentations
- Learning Outcome Assessment
- Strategic Planning
- 5 year Instructional and Non-instructional Program Review
- Data Summit
- Monthly Staff Meetings -Go Figure
- Mission Fulfillment Report Scorecard

EXHIBITS

[Listing of Programs and Services Supporting Student Needs](#)

[KCC Assessment Overview 2024](#)

[2023 10 Go Figure New Students All Employee Staff Meeting](#)

[2023 11Go Figure IPEDS](#)

[Board Policy 5110 Counseling](#)

[Administrative Procedure 5110 Counseling](#)

[Board Policy 5140 Accessibility Services/Student Disability Services](#)

[Board Policy 5350 Student Life](#)

[Guided Pathways](#)

[KCC Resources Library Guide](#)

[Student Resources](#)

[First Year Experience](#)

[Catalog – Admissions and Registration](#)

[Student Handbook](#)

[IPEDS Feedback Report 2022](#)

[IPEDS Feedback Report 2023](#)

[Voluntary Framework of Accountability KPI Report](#)

2.G.2 Catalog

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.

Klamath Community College provides clear and accurate information to students and the public on its website and in the College catalog. This includes its mission, personnel, and details necessary for successful planning, enrollment, and completion of educational goals.

Klamath Community College publishes a full catalog on an annual basis in anticipation of summer and fall registration in May. The Assessment Coordinator divides the previous catalog into sections and sends them to the appropriate person or department within the college. They are reviewed, changed as needed, and those changes are incorporated into the next annual catalog. Once the catalog has been fully reviewed, the web master publishes it for public access on the [College's website](#).

Catalog changes for programs and courses are made after they have been approved through the shared governance process. Department descriptions are changed by the request of the program lead. Addendums to the catalog are required through changes made in shared governance by the Curriculum staff.

EXHIBITS:

Catalog

[Board Policy 1200 College Mission, Vision, and Values](#)

Academic Calendar

[Board Policy 4010 Academic Calendar](#)

[Website Academic Calendar](#)

[Catalog Academic Calendar](#)

Admissions and Enrollment

[Board Policy 5010 Admissions and Concurrent Enrollment](#)

[Administrative Procedure 5010 Admissions and Concurrent Enrollment](#)

[Administrative Procedure 5010 Multiple and Overlapping Enrollments](#)

[Catalog Admissions and Registration](#)

Tuition and Fees

[Board Policy 5030 Tuition and Fees](#)

[Administrative Procedure 5030 Tuition and Fees](#)

[Administrative Procedure 5030 Course Auditing and Auditing Fees](#)

[Catalog Tuition and Fees](#)

Financial Aid

[Board Policy 5130 Financial Aid](#)

[Administrative Procedure 5130 Financial Aid](#)

[Catalog Financial Aid](#)

Standards of Student Conduct

[Board Policy 5500 Standards of Student Conduct](#)

[Catalog Student Code of Conduct & Student Conduct Process](#)

2.G.3 Eligibility Requirements in Publications

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.

Several of KCC's career and technical programs maintain accreditation, certification, or approval from professional organizations such as the Oregon State Board of Nursing. These processes help ensure the college offers quality educational experiences and prepares students for recognized professions. In some cases, programmatic accreditation ensures that students meet professional licensure requirements by reviewing the quality of curriculum and program content.

KCC's catalog and website includes accurate information about eligibility requirements for licensure or entry into occupations or professions for which the education/training is offered. Programs leading to professions which require a clear criminal history require background checks prior to admitting students, and are clearly labeled in the catalog, as well as in program application materials for limited-enrollment CTE programs. Programs leading to professions that require drug screening are similarly labeled as such. Many programs detail additional information regarding occupation requirements in program-specific student handbooks.

EXHIBITS:

[Klamath Community College Webpage Accreditation \(Specialized\)](#)

[Academic Program Pages](#)

[Academic Program Catalog Pages](#)

2.G.4 Financial Aid

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.

Financial aid policies, processes, and resources are available via the [catalog](#) and other publications, through mandatory orientation, in college success courses, and on the [KCC website](#). They are also available through Enrollment Services and our Financial Aid departments. The Financial Aid Advisors hold daily open office hours to assist students. The office of financial aid consists of a Director, Assistant Director, and two Advisors.

The college also provides scholarship information online, includes individual College Financial Plans to supplement each financial aid offer letter (in line with federal regulations), and requires entrance and exit counseling for all students who receive unsubsidized loans through financial aid.

Klamath Community College Default Rates

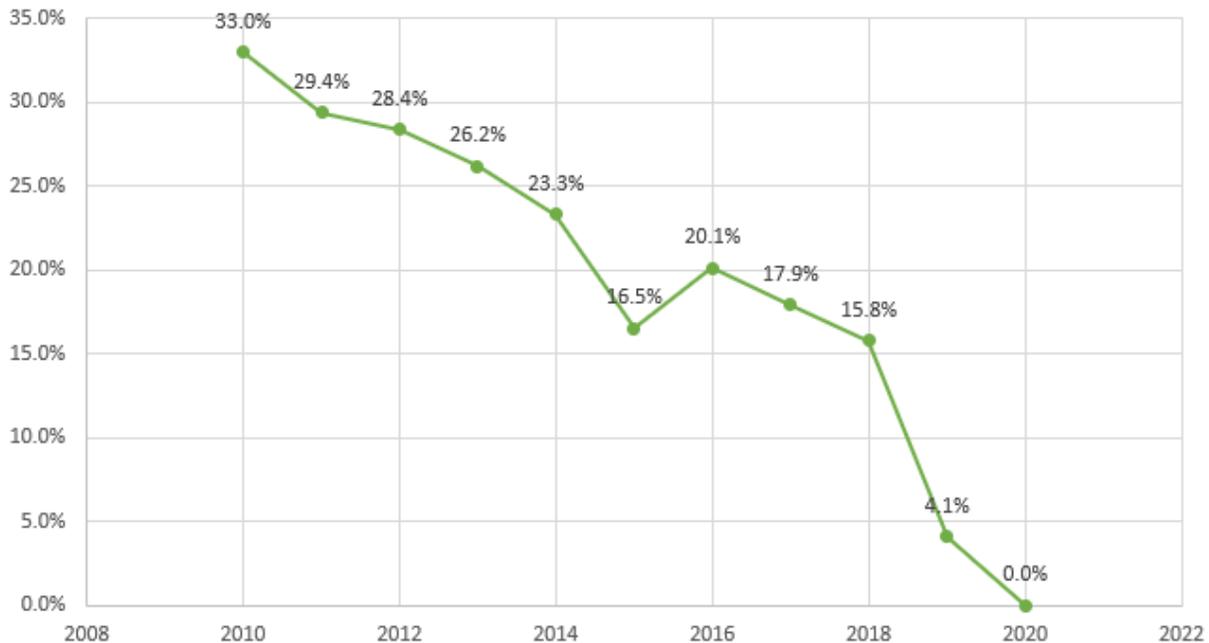


Table 2.G.5

2.G.5 Financial Aid Default Rate

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.

KCC has made significant changes in the student loan repayment processes and procedures to improve the student loan default rate, as shown in Table 2.G.5.

In 2010 the student loan default rate was 33%. The college implemented several measures to address this challenge. These measures reduced the loan default rate in 2019 to 4.1% before the pandemic. Changes included increased access to financial aid advisors, mandatory in-person entrance and exit counseling, delayed disbursement (aid is not distributed until the second week of enrollment) to verify attendance and student progress, [iGrad](#), and financial aid presentations in all college success classes.

KCC complies with all federal student loan disclosure requirements. KCC students who receive federal financial aid are required to attend in-person entrance and exit counseling. Since the start of the pandemic, KCC has moved to an online Entrance Counseling provider - [Education Credit Management Corporation](#). This online entrance counseling course walks students through what it means to take out a student loan, the student's responsibility to

pay back this loan, the various repayment plans available to them, and how to know who their lender is. Students will also take their exit counseling through the Department of Education at Studentaid.gov. During exit counseling, students fill out paperwork online for a repayment plan that best fits their financial situation.

The college stays well-informed of student loan programs through quarterly and annual trainings and by meeting with representatives from federally approved lenders.

EXHIBITS

[Financial Aid Catalog](#)

[Financial Aid KCC Web](#)

[Board Policy 5130 Financial Aid](#)

[Administrative Procedure 5130 Financial Aid](#)

2.G.6 Academic Advisement

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.

The institution has created, maintained, and evaluated an effective program of academic advising with support from VPs, faculty, and staff advisors to support student success. Professional advisors are knowledgeable of the curriculum, programs, and graduation requirements and are sufficiently prepared to successfully fulfill their responsibilities. Advising responsibilities of professional advisors are defined and made available to students.

Academic advising is a unified collaboration between the Vice President of Student Affairs and the Vice President of Academic Affairs to provide a consistent source of support and guidance for all advisors. Advisement services are provided by Career Service Advisors, Accelerated Learning Advisor, Student Success Advisors, TRiO Advisors, Veteran's Services, and faculty. The Advising module manager employs online tools that monitor which students are advised, which students are not advised, the assigned advisor(s), and student progress through courses required to complete a program. Follow-up occurs with advisors for students who need additional support, information, or resources for successful advising. Mandatory advising requirements are widely advertised to students via college wide emails, canvas banners, and to faculty and staff advisors during advisement trainings each term. Additionally, faculty circulate open registration dates to their classes to assist enrollment.

Academic Advisors work with their advisees to provide intentional and purposeful advising. Mandatory "holistic" advising is required for all students seeking a certificate or degree or planning to transfer to another institution. Mandatory advising ensures that individual students are required to consult with a trained advisor each term regarding their academic plan, status, and progress towards degree completion and/or transfer to a four-year institution. KCC has adopted a guided pathways advisement structure that groups advisors and students into career communities. Additionally, high school students

enrolled in KCC's accelerated learning opportunities are assigned an accelerated learning student success advisor when they enroll.

Both mandatory orientation and mandatory advising utilize handouts and program brochures to supplement the college catalog and college website program pages for an additional layer of support and guidance for students.

Mandatory advisor trainings are held each term before registration opens. Professional advisors and faculty advisors attend these meetings. The meetings are co-chaired by the VP of Student Affairs and the VP of Academic Affairs.

Advising tools and resources are readily available for students and advisors. Jenzabar advisement tools allow students to print out degree audits. J1 web tools allow students to view their academic plans which are directly linked to degree trees and have been created directly off of curriculum maps. All program curriculum maps are designed and aligned to an annual master course schedule.

EXHIBITS:

[Catalog: Advising](#)

[KCC Web: Advising](#)

[Career Communities](#)

[Curriculum Map Sample](#)

2.G.7 Identity Verification Processes

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.

Klamath Community College maintains an effective verification process for all students, including distance education students, which both ensures the identity of the student and protects student privacy.

When any potential student applies for admission, they must provide their identifying information. New students are assigned a unique ID number, an email address, a username, and a unique password that they may change after login. A secure communication method is provided by the college for confidential communications.

Students are given the option to take proctored midterm and final exams in the College testing center or utilizing remote proctoring technology (Proctor 360). There is no cost to the student for this service. As a means of verifying that the student enrolled in the course is, indeed, the person whose work is being evaluated, the testing center requires a current, government-issued photo ID for authentication, and employs proctors in the testing center to safeguard against cheating.

KCC has recently adopted multifactor authentication (MFA) processes for staff. The college started MFA for students in Winter of 2024. The new MFA requirements will



provide an additional layer of security and identity verification. MFA increases security by requiring users to have something they know (username and password) and something they have (such as a cell phone or College provided MFA card). Requiring MFA will prevent anyone but the account holder from accessing an account, even if someone else knows the password.

EXHIBITS:

[Student Verification](#)

[Multi-Factor Authentication](#)

2.H Library and Information Resources

2.H.1 Information Resources

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.

KCC's Learning Resource Center (LRC) supports our stakeholders by meeting them at their point of need and assisting them to their point of success. The LRC is open to all enrolled students, faculty, staff, and all other business, community, and educational stakeholders in Klamath and Lake counties. It provides access to high-quality information and resources using many different media.

The LRC is a member of the Sage Consortium allowing KCC LRC patrons to search for and request materials from all member libraries in fifteen Oregon counties.

The LRC provides its users with an environment conducive to study and research. Users have access to a computer lab, books, and periodicals, videos, online databases, equipment, and basic office equipment such as telephones and a copy machine/printer.

The LRC holds and manages three special collections. The High School Collection of textbooks is used by Klamath Falls City and County School Districts and are only available to instructors and students within that program. The Library of Things Collection is for KCC stakeholders only. The Art on Campus Collection is an archived repository held at the KCC library. The KCC Library holds a collection of books available for faculty and staff to support continuing education and self-improvement.

The KCC Library offers in-class information literacy instruction to all faculty that requests such instruction for their students. Information literacy instruction includes topics such as locating and qualifying the information needed for an assignment and/or research, effectively using and presenting the information, and evaluating the success of the completed work. The library uses [LibGuides](#) to organize course and subject-specific information.

The KCC LRC also actively supports students through outreach, collaborative events, and other additional supports. The LRC is involved with New Student Orientation, Tech Boot Camp, Open House, Heritage Month Book Displays, the creation and the maintenance of a KCC Student Resources LibGuide, Community Resources Benefits Fair, Faculty In-Service, and other collaborative events. The LRC regularly hosts events for entertainment and educational purposes, and also works towards collaborative partnerships by distributing financial literacy comic books, and more. These services center the LRC as a place for both learning and community.

The LRC is staffed and managed by two full-time librarians, one of them is also the Director of the LRC. The LRC patrons also receive support of three part-time Library Clerks, who are student workers.

The LRC contains more than 7000 selected print materials and subscribes to multiple databases in order to support research and learning. The LRC adds to its collection as the college develops new curriculum. Collection evaluation is continuous and these procedures provide the guidelines that help ensure the library maintains an appropriate level of

currency, depth and breadth to support KCC's mission, programs and services, wherever offered and however delivered. LRC management uses needs assessment best practices and assures its holdings are relevant to KCC's courses and the needs of its patrons.

The KCC Library is committed to providing and increasing accessibility through the use of equipment, software, lists of resources, and other useful tools. This access includes reviewing KCC Library standards against the Library Accessibility Alliance's Library Accessibility Toolkit and adapting as needed.

Open Educational Resources (OERs) offer increased accessibility to patrons by offering free and affordable educational resources. The KCC Librarian is a point person for Open Educational Resources, guaranteeing increased accessibility of educational services. The KCC Librarian manages collection development and management of OERs and keeps accountable on the number of OERs on campus.

Statistics are kept daily by library staff and collected monthly by the LRC Director. These statistics include circulation numbers, new collection purchases, discarded collection materials, Interlibrary Loans, computer usage, reference and databases. No statistics specifically identify library users.

These statistics are used for procuring or decommissioning library and information resources and are reviewed by the LRC advisory committee. Library holdings are also reviewed as part of new program development processes. LRC holdings are reviewed for relevancy and currency as part of all five-year discipline and program reviews. In addition, the library, testing, and tutoring instructional support programming is reviewed every five years as part of the departments' program reviews.

EXHIBITS

[Board Policy 4040 Library and Learning Support Services](#)

[Administrative Procedure 4040 Library and Learning Support Services](#)

[LRC Policies and Procedures](#)

[Library Guides](#)

2.1 Physical and Technology Infrastructure

2.1.1 Infrastructure

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.

Klamath Community College strives to create physical and virtual environments that are accessible, safe, secure, and future focused to sustain the College's mission, academic programs, and services.

The Director of Facilities works closely with the administration in the development of projects, remodels, and maintenance lists. These are then prioritized based on the strategic plan, budgetary requests, program development, and financial resources available. Appropriate resources are directed to projects and proposals by the administration.

Campus assets and equipment are constantly inspected and evaluated. Scheduled and preventive maintenance is performed so that equipment and systems operate effectively, efficiently, and safely. Facilities, equipment, and technology are reviewed annually through the budgetary process, updated to include new programming, and re-evaluated every 5 years through the program review process.

With the completion of the 30,000 square foot square foot Apprenticeship Center, the campus has twelve buildings with over 200,000 square feet to serve the purposes of the institution and community. KCC also leases 9,600 square foot offsite campus facilities for the Cosmetology Program located at 357 East Main St. that is conveniently located less than five miles from the KCC campus.

Additionally, Klamath Community College (KCC), Klamath County, and the Oregon Child Development Coalition (OCDC) have established an agreement to provide child care services on the KCC campus. Utilizing KCC's building 1, OCDC has established facilities for Oregon pre-K Head Start preschool child daycare with a priority for children of active KCC students and staff.

SAFETY

The Safety Committee oversees all matters related to campus safety, ranging from natural disasters, to lockdowns, to snow days. The Safety Committee also deploys an emergency procedural handbook to every room and classroom on campus. Further preparedness and preventative measures on campus include active shooter response trainings for all staff and faculty, an electronic classroom door locking system, and 3M shooter resistant coatings on classroom windows. For additional security, KCC has served as a Klamath County Sheriff's Office (KCSO) substation since 2020, with one officer onsite.

The college strives to create an inclusive environment that encourages personal growth and mutual awareness and respect for all, regardless of gender, ethnicity, religion, sexual orientation, age, ability, or socio-economic status.

TECHNOLOGY

The Information Services (IS) department supports the mission of the college by continually monitoring, upgrading, and improving our technological infrastructure. The IS

department has established comprehensive replacement guidelines for all computing equipment, media devices, networking hardware, and telecommunications equipment based on expected life cycles and warranties. All campus workstations (including desktops and laptops) are on a three-year replacement cycle, while servers are on a five-year replacement cycle. Network infrastructure and media devices are monitored for any decline in performance or usability and replaced accordingly. These guidelines help the IS department ensure that our technology is adequate to support our students, staff, and faculty. Software updates are predicated on collaboration with staff and faculty. Operating system upgrades are based on stable releases, usually after the first service pack has been released.

Technology planning is a collaborative process among the Information Services (IS) department, staff, faculty and administration. Our director has weekly meetings with the college President, and our System and Multimedia Manager meets every term with faculty members. We have guidelines for replacing current items, but new technology and software are tested for usability with faculty and staff before adoption. Additionally, IS has developed indicators and assessments within our Strategic Plan that assist in determining how well internal customers are being served and informs planning for the future.

Facilities, equipment, and technology are reviewed annually through the budgetary process, updated to include new programming and re-evaluated every 5 years through instructional program and non-instructional program review processes.

In addition, as part of the shared governance process, the Information and Technology Council was formed to address issues, create new policies, identify technological needs, and make recommendations on technological matters. Its membership includes Information Services (IS) department, staff, faculty, and administrators. This council meets monthly in order to provide a structured process for various constituencies to share their perspectives and opinions regarding technology at Klamath Community College.

EXHIBITS

[Administrative Procedure 3100 Shared Governance](#)

[Board Policy 3250 Institutional Planning](#)

[Administrative Procedure 3250 Strategic Planning](#)

[Administrative Procedure 3250 Facilities Master Planning](#)

[Board Policy 3500 Campus Safety](#)

[Board Policy 3501 Campus Security and Access](#)

[Administrative Procedure 3501 Campus Security and Access](#)

[Board Policy 3720 Computer and Network Use](#)

KCC Web

[Safe Campus](#)

[Campus Crime Report \(Cleary Act\)](#)

[Campus Safety/Security](#)

[CARE Team](#)

[Emergency Response Management Plan](#)

[Mandatory Reporting](#)

[Report an Injury/Accident](#)



[Resources for Support](#)

[Title IX: Sexual Assault, Misconduct and Gender Discrimination Resources](#)

SECTION 4: MOVING FORWARD

The institution must provide its reflections on any additional efforts or initiatives it plans on undertaking as it prepares for the Year Seven Evaluation of Institutional Effectiveness Report.

MOVING FORWARD

The College is working on the following high-level improvements as it prepares for the Year Seven Evaluation of institutional Effectiveness.

A draft template of the Year Seven report has been developed. The College Executive Team and section contributors will be identified and assigned NWCCU standards, narrative and exhibit documentation tasks.

A draft of a new Emergency Management Plan has been developed but still needs to be approved, adopted, and published.

Klamath Community College recently completed and opened KCC'S \$11.1 million, 30,000-square foot Apprenticeship Center. The college administration will now be tasked with developing a steering committee and retaining a consultant to draft a new Master Plan by Fall 2025 that will address current and future facility needs for the college.

SECTION 5: ADDENDUMS (WHEN APPLICABLE)

Institutions which have been asked to address prior recommendations or which have been asked to address any transitional efforts to the 2020 Standards may be included in an Addendums section. Additionally, institutions must include financial statements and certified audit reports.

Klamath Community College has no prior recommendations and has not been asked to address particular transitional efforts to the 2020 Standards.

[Accreditation Evaluation reports](#)