



February 27, 2023

Dr. Lisa Skari
President
Mt. Hood Community College
26000 S.E. Stark Street
Gresham, OR 97030

Dear President Skari:

Attached please find the Fall 2022 Policies, Regulations, and Financial Review (PRFR) Evaluation Committee's review of Mt. Hood Community College. The attached review documents areas where the institution was found to be in compliance with the NWCCU Standards for Accreditation and where additional opportunities for improvement exist. Please note that the Year Seven Evaluation of Institutional Effectiveness (EIE) Evaluation Team will receive a copy of this report, as will the NWCCU Board of Commissioners at your EIE evaluation by the Commission in roughly one year's time.

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

Type 1: Standards Substantially in Compliance but in Need of Improvement

- Finding Type 1: Fall 2022 Policies, Regulations, and Financial Review - The following standards are areas substantially in compliance but where improvement is needed. (2020 Standard(s) 2.H.1)

Type 2: Standards in Need of Onsite Evaluation

- Finding Type 2: Fall 2022 Policies, Regulations, and Financial Review - The following standards are areas where the Committee identified significant issues, or where the Committee was unable to adequately assess, and recommends the EIE peer evaluation team include evaluator(s) with relevant expertise for review. (2020 Standard(s) 2.E.1)

Future Evaluations

- Year 7 - Evaluation of Institutional Effectiveness Fall 2023
 - Recommendation 1: Fall 2021 Ad Hoc Report with Visit
 - Finding Type 1: Fall 2022 Policies, Regulations, and Financial Review
 - Finding Type 2: Fall 2022 Policies, Regulations, and Financial Review
- Ad Hoc Report Spring 2025

Thank you for your commitment to the process of peer evaluation and continuous quality improvement. If you have questions about any of the information in this letter, please contact your staff liaison, Dr. Gita Bangera, at gbangera@nwccu.org.

Sincerely,

Ron Larsen
Senior Vice President

cc: Mr. Sergey Shepelov, Associate Vice President, Data and Institutional Effectiveness



Peer Evaluation for: Mt. Hood Community College

Standard 2: Governance, Resources, and Capacity

The institution articulates its commitment to a structure of governance that is inclusive in its planning and decision-making. Through its planning, operational activities, and allocation of resources, the institution demonstrates a commitment to student learning and achievement in an environment respectful of meaningful discourse.

Standard 2.A.1

The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.

Team Verification: Compliant

Evidence:

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

Rationale: The Higher Education Coordinating Commission oversees MHCC and is governed by a seven-member board. MHCC governance is guided by their Board Policies and Administrative Regulations. Board Policies appear to be reviewed and revised regularly. MHCC's Board calendar and bylaws are readily available and clearly identify MHCC governance structure.

Standard 2.A.2

The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.

Team Verification: Compliant

Evidence:

- Leadership organizational chart ✓
- Curriculum vitae of executive leadership ✓

Rationale: MHCC's leadership team appears well qualified and appropriately structured. Staff CV's were readily available and well presented in the document.

Standard 2.A.3

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

Team Verification: Compliant

Evidence:

- Curriculum vitae of President/CEO ✓

Rationale: MHCC delegated authority policy and president's CV was readily available.

Standard 2.A.4

The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.

Team Verification: Compliant

Evidence:

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



Rationale: MHCC clearly demonstrates effective decision-making processes under the delegated authority defined in Board Policy 2510. Their primary shared governance body falls under five councils 1) Access, and Diversity 2) College Infrastructure 3) Institutional Effectiveness, 4) Learner Success, 5) People Strategies.

Standard 2.B.1

Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.

Team Verification: Compliant

Evidence:

- Academic freedom policies and procedures ✓

Rationale: MHCC has a well-defined academic freedom policy that is reinforced by clear processes throughout their i catalog, collective bargaining agreement, and Board Policy 4030-Academic Freedom.

Standard 2.B.2

Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.

Team Verification: Compliant

Rationale: MHCC has well defined Academic Freedom polices that are reinforced by clear processes in their catalog, collective bargaining agreement, and Board Policy 4030-Academic Freedom. Compliance is further supported by BP 3900-Speech, Time, Place and Manner, BP 3420- Equal Employment Opportunity as well as full-time and part-time collective bargaining agreements.

Standard 2.C.1

The institution's transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.

Team Verification: Compliant

Evidence:

- Transfer of credit policies procedures ✓

Rationale: MHCC recently established an articulation policy BP 4050- Articulation and disseminates credit transfer information in the MHCC College Catalog and follows the guidelines established through the Oregon Community Colleges Handbook and Planning Guide established by the State of Oregon.

Standard 2.C.2

The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.

Team Verification: Compliant

Evidence:

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

- Academic honesty ✓
- Appeals, grievances ✓
- Accommodations for persons with disabilities ✓

Rationale: MHCC ensures compliance through BP 5140- Students with Disabilities and BP 5500-Standards of Student Conduct as well as Students Rights and Responsibilities found in the college's catalog and website.

Standard 2.C.3

The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.



Team Verification: Compliant

Evidence:

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

Rationale: The college ensures compliance through multiple resources including BP5010- Admissions and Concurrent Enrollment as well as college websites and catalog material. BP4250- Expectations of the Student Community Probations, Dismissals, and reenrollment. MHCC also details student dismissal and probation policies and procedures in the MHCC Catalog and website.

Standard 2.C.4

The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records.

Team Verification: Compliant

Evidence:

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

Rationale: MHCC complies with Oregon State retention administrative rule OAR 166-450-0000 and BP-5040 which clearly defines records retention and destruction schedules in the State of Oregon.

Standard 2.D.1

The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.

Team Verification: Compliant

Evidence:

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

Rationale: While MHCC maintains an active website and academic catalog, there does not appear to be policies or procedures ensuring timely or regular review of the information maintained by the schools Brand Marketing and Communication department. This should be addressed prior to the year-seven visit.

Standard 2.D.2

The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including in its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.

Team Verification: Compliant

Evidence:

- Policies/procedures for reviewing internal and external complaints and grievances ✓

Rationale: MHCC ensures compliance through policies and procedures, collective bargaining agreement, as well as a Student Rights and Responsibilities website. MHCC also provides their campus community an online forum to report complaints and grievances. MHCC policies (BP 2710- Conflict of Interest, BP 7700- Whistleblower) exemplify adherence to this standard.

Standard 2.D.3

The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.

Team Verification: Compliant

Evidence:

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

Rationale: MHCC has an established policy (BP 2710- Conflict of Interest) and Administrative Regulation (5120-A Staff Ethics and Conflict of Interest) that clearly identifies the colleges conflict of interest policies and procedures.

Standard 2.E.1

The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission



Team Verification: Onsite Evaluation Required within the EIE year seven visit

Evidence:

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

Rationale: While this committee has identified the necessary components of evidence, we recommend a year-seven visit evaluation of the financial health of the institution. The committee appreciated the response provided as supplemental material, however the continued decline in enrollment, while not unique to MHCC, remains a concern for the committee.

Standard 2.E.2

Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short term financial health and long-term financial stability and sustainability.

Team Verification: Compliant

Evidence:

- Policies / procedures for planning and monitoring of operating and capital budgets, reserves, investments, fundraising, cash management, debt management, transfers and borrowing between funds ✓

Rationale: MHCC has a well-developed unit level budget planning process (Unit Planning Manual and Budget Manual) that are established under policy (BP-6200 Budget Planning) that allows all levels of the college to provide feedback. MHCC also ensures fiscal monitoring and fiscal responsibility through BP 6300- Fiscal Management and investment policy BP-6320- Investment.

Standard 2.E.3

Financial resources are managed transparently in accordance with policies approved by the institution's governing board(s), governance structure(s), and applicable state and federal laws.

Team Verification: Compliant

Evidence:

- Description of internal financial controls ✓
- Board approved financial policies, state financial policies, or system financial policies ✓

Rationale: MHCC ensures fiscal monitoring and fiscal responsibility through BP 6300- Fiscal Management and investment policy BP-6320- Investment. In addition, MHCC provides the college community their Annual Comprehensive Financial Report that provide an explanation of expenditures and summary of the financial condition of the college.

Standard 2.F.1

Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.

Team Verification: Compliant

Evidence:

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

Rationale: MHCC has established Board Policies (BP 7120- Recruitment and Hiring, and through the appropriate collective bargaining agreements for the various employee groups that ensure appropriate management of work conditions and alignment of work responsibilities. Evaluation of MHCC's workforce is established and maintained through Administrative Regulation 5060-E Performance Evaluation for all employee groups at the college.

Standard 2.F.2

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



Team Verification: Compliant

Evidence:

- Employee professional development policies/procedures ✓

Rationale: Through the Instruction Office, MHCC maintains a professional development fund that ensures staff and faculty have the opportunity for continued professional development, contemporary technology and training opportunities. Professional development policies are established through BP 7160- Professional Development and further detailed in appropriate collective bargaining agreements.

Standard 2.F.3

Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.

Team Verification: Compliant

Evidence:

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

Rationale: While the committee agreed that MHCC provided necessary evidence for compliance, there should be future consideration for evaluation of appropriateness in numbers of employees. Notwithstanding, MHCC has established hiring practices that are supported by BP 5080- Compensation and Conditions of Employment as well as Higher Education Coordinating Commission (HECC) Administrative Rules 589-008-0100.

Standard 2.F.4

Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.

Team Verification: Compliant

Evidence:

- Administrator/staff/faculty evaluation policies/procedures ✓

Rationale: Through Administrative Regulation 5060-E Performance Evaluation, MHCC ensures that all employees undergo a regular evaluation process at the college. In addition, represented employee evaluations are address in their respective collective bargaining agreements and handbooks.

Standard 2.G.1

Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning and success.

Team Verification: Compliant

Evidence:

- Listing of programs and services supporting student learning needs ✓

Rationale: The college provides multiple listings of resources available to students through the college's website and college catalog. The College provided examples of their new Student Services Hub and AVID Learning Success Center.

Standard 2.G.2

The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.



Team Verification: Compliant

Evidence:

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

- Institutional mission ✓
- Admission requirements and procedures ✓
- Grading policy ✓
- Information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion ✓
- Names, titles, degrees held, and conferring institutions for administrators and full-time faculty ✓
- Rules and regulations for conduct, rights, and responsibilities ✓
- Tuition, fees, and other program costs ✓
- Refund policies and procedures for students who withdraw from enrollment ✓
- Opportunities and requirements for financial aid ✓
- The academic calendar ✓

Rationale: MHCC maintains a robust catalog system that contains all the required content for compliance with this standard. Required content was readily available and convenient for the committee to locate within the catalog.

Standard 2.G.3

Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.

Team Verification: Compliant

Evidence:

Samples of publications and other written materials that describe:

- Accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered ✓
- Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials ✓

Rationale: General program information was readily available and appeared accurate. Specific and specialized program information was less readily available, however appeared accurate and identified unique program requirements. Examples include the Funeral Service program and Nursing program.

Standard 2.G.4

The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.

Team Verification: Compliant

Evidence:

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

Rationale: Financial Aid and Financial resources at MHCC are guided by BP 5130-Financial Aid and Administrative Regulation- 7060-A. The college's Financial Aid website also details financial resources and financial aid opportunities available to students and prospective students.

Standard 2.G.5

Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.

Team Verification: Compliant

Evidence:

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



Rationale: MHCC provided both entrance and exit counseling and ensures participating by withholding loans until documents are signed by students. Also, loan repayment information can be found on the financial aid site of the college. Additionally, MHCC's Financial Aid website contains the necessary resources concerning financial aid resources and monitoring. Upon request, MHCC provided updated links to their loan default rate.

Standard 2.G.6

The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities of advisors are defined, published, and made available to students.

Team Verification: Compliant

Evidence:

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

Rationale: Through the College's Academic Advising and Transfer Center (AATC), MHCC maintains an ongoing training program for campus advisors. The Director has established an advising manual that serves as the primary resource for advisors on the MHCC campus. The AATC has also established a robust onboarding process and provides ongoing access to best practice resources for their transfer and workforce-oriented advisors.

Standard 2.G.7

The institution maintains an effective identity verification process for students 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.

Note: Institutions should refer to NWCCU Distance Education Policy for guidance and definitions related to the required evidence.

Team Verification: Compliant

Evidence:

- Policies/procedures for ensuring identity verification for students enrolling in distance education courses ✓

Rationale: MHCC maintains a traditional login/password protocol and student ID number to navigate college services. Additionally, they require additional credentials for proctored exams for online and remote learners. BP 3720- Computer and Network Use establishes the colleges policy for online and computer network use.

Standard 2.H.1

Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth sufficient to support and sustain the institution's mission, programs, and services.

Team Verification: Needs Improvement

Evidence:

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

Rationale: While the committee discovered compliance with many aspects of this standard, there appears to be a lack of evidence to support effective collection analysis and data supporting ongoing analysis that would ensure adequacy of the collecting to meet the college's needs.

Standard 2.I.1

Consistent with its mission, the institution creates and maintains physical facilities and technology infrastructure that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, academic programs, and services.



Team Verification: Compliant

Evidence:

Facilities master plan, including:

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

Rationale: MHCC has established a five-year replacement cycle for technology. The College had a facility master plan completed in 2010 and is currently selecting a firm to complete a new facility master plan. MHCC has a third-party security firm evaluate the college cyberenvironment to ensure digital security.

Concluding Comments

The committee appreciates the timeliness of the supplementary material provided as part of this evaluation as well as the general ease with which the committee could access the college's evidence throughout the document and supporting materials.