Northwest Commission on College and Universities (NWCCU)
Annual Update for Washington State Quality Awards (WSQA)
Academic Year 2020 - 2021
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Accreditation recommendations to the College and year of recommendation	Actions taken by the college to address recommendations	Improvement results
BTC submitted its *Year One Self-Evaluation Report* in September 2015. NWCCU notified BTC in February 2016 that the college had satisfied the Commission's expectations regarding three recommendations from 2014 (to improve governance design, strengthen the Human Resources staffing structure, and use data more intentionally for assessment and improvement purposes) and two recommendations from 2011 (to improve student learning outcomes and better link strategic planning to resource allocation).	Although BTC's prior recommendations have been cleared, the college has continued to prioritize and make progress in these areas. Recommendations from 2014: 1) *Continue to implement an effective and widely understood system of governance.* Since 2017, BTC has fully implemented the participatory governance model it began developing in 2014-15, with its College Assembly (CA) and all of its eight governance committees in operation during the 2020-21 academic year.	1) To increase the effectiveness of its new participatory governance structure, BTC piloted a governance committee evaluation process in 2018-19, beginning with the College Assembly, and each of the remaining governance committees participated in this process over the following two years. Committees use this review process to identify areas of strength as well as any opportunities to improve committee operations. Participatory governance is also one of 12 Key Performance Indicators under BTC's 2018-23 strategic plan. To help assess the effectiveness of BTC's governance system, BTC conducts an annual employee survey measuring the percentage of employees who feel represented in BTC's

The college submitted an ad hoc report in March 2016 in response to the final remaining 2014 recommendation (to undergo external fiscal audits), and NWCCU notified BTC in July 2016 that the college had satisfied expectations.

The college submitted its Mid-Cycle Self-Evaluation Report in September of 2017 and hosted a site visit in October 2017. No recommendations resulted from that report or visit.

2) *Employ qualified human resources personnel to maintain and support the operational functions of the college*.
BTC filled the previously vacant position of Executive Director of Human Resources in January of 2015. The college filled this role with an employee qualified to maintain and support BTC's operational functions in the area of human resources. BTC's Executive Director of Human Resources left the college in July 2018 and BTC's Associate Director of Human Resources, who has worked in the college's Human Resources department since 1991, is currently serving as Interim Executive Director.

3) *Undergo and consider the results of an external financial audit for each year of operation*.
The college began a regular schedule of annual, full financial audits in Fall 2016. Auditor reports since these audits were implemented have included no management letters or findings.

4) *Regularly use evaluation results to support planning, practice, resource allocation, application of institutional capacity, and improvement as needed*.
The college uses a variety of technologies to collect, analyze, and share program performance data, including Tableau software and other tools to create multiple online dashboards, which are developed and maintained by BTC's Data & Research team using a number of different state and college

participatory governance structure. Almost 90% (89%) of employees who responded to the Spring 2021 survey indicated that they felt represented. The college plans to continue refining its participatory governance structure in the coming years.

2) Over the past few years, with assistance from the Interim Executive Director, HR staff and BTC employees, BTC's College Assembly has approved a substantial number of new and updated policies, separated all procedures from policies, and has increased consistency regarding application of BTC policies and procedures.

3) The college has improved its financial controls and quality of financial reporting as a result of these regular audits.

4) Employees have more access to, confidence in, and opportunities to engage with college data resources. The college has created a robust data management and access system, which has facilitated campus-wide, data-informed planning and decision-making efforts. BTC's Data & Research staff have focused on creation of program-specific data dashboards and alignment of this dashboard with the college's Program Effectiveness Reports. As part of the college's Guided Pathways initiative, the Data & Research area is developing new and enhancing

data sources. These interactive, real-time dashboards are aligned with the college's Key Performance Indicators, and allow faculty and other campus employees to explore college and program-level data. Dashboard topics include enrollment, retention, course success, transition, completion, and graduate outcomes. Additional dashboards help employees track progress on special BTC student success initiatives. Data & Research staff also regularly work with members of the campus community to conduct specialized studies to inform planning and decision-making.

existing data dashboards and other tools to enable employees to analyze non-traditional student outcomes in order to identify and respond to barriers and service gaps for student populations. The area is also creating an employee data literacy program with focus on understanding equity data to inform practice.

Recommendations from 2011:

1) *Continue to make progress in fully completing the assessment cycle by "closing the loop" to demonstrate that student learning has been achieved as stated*.
The continued refinement of student learning outcomes (SLOs) and assessments for programs and courses has been an ongoing goal of the college. As part of the college's focus on development of effective SLOs, faculty and administration have worked together to improve SLO assessment processes, combining course- and program-level SLO reports to emphasize the integration of SLOs across the curriculum, improve faculty training, streamline the reporting process, and make the resulting data more accessible for analysis and application to future practice.

1) This improved process for SLO development and assessment ensures that faculty—working in conjunction with the Executive Dean of Instruction, deans, and Data & Research staff—will continue to identify specific, measurable SLOs, define effective assessment methods to measure student achievement across each SLO, and engage in meaningful use of assessment results to improve the teaching and learning process. One of BTC's Key Performance Indicators focuses on SLO achievement at the course, program, and institutional levels.

2) *Improve connection between mission (core themes and strategic planning) and the allocation of resources*.
BTC established a cross-constituency Planning and Resource Allocation (PARA) governance committee as one of BTC's eight governance committees in Winter 2017. The charge of this group is to develop, implement, and assess

2) The PARA committee work has built stronger connections between strategic planning and resource allocation, while enhancing collaboration and transparency around BTC budgeting and planning processes. The committee continues to work toward implementing a college-wide planning and resource allocation process model, which will move the campus toward a continuing full cycle of

	strategic planning and resource allocation processes, which enhance alignment between the college's strategic planning and resource allocation efforts. The PARA Committee implemented a highly-collaborative campus process to draft the college's 2018-23 Strategic Plan, which was finalized in March 2018 and helps guide BTC's resource development and allocation processes. Based on employee feedback, PARA created and piloted a new, campus-wide resource request process in 2020 which combines campus material and personnel requests into one request form, and was fully implemented in the 2020-21 academic year. This new process allows for enhanced transparency and record-keeping regarding all campus resource requests, and requires each requesting program or department to describe how the specific budget request supports the achievement of BTC strategic goals.	institutional assessment that translates annual planning and outcomes assessment into practice. BTC has prioritized strategic planning and resource allocation as one of its 12 Key Performance Indicators.