

SOUTHWESTERN
Oregon Community College

Accreditation Progress Report

A Report Prepared for the Northwest
Commission on Colleges
and Universities



VISION

Southwestern leads and inspires lifelong learning

MISSION

Southwestern Oregon Community College serves the educational and cultural needs of our students and communities by providing access to quality education in a professional and engaging environment which supports innovation, sustainability and lifelong enrichment. Learning experiences are characterized by excellent teaching, support for student achievement and the enhancement of social and economic opportunities.



CORE THEMES

Access * Learning & Achievement
Innovation & Sustainability * Community Engagement

October 2010



ACCREDITATION PROGRESS REPORT

A Report Prepared for the Northwest Commission on Colleges and Universities

**Southwestern Oregon Community College
Coos Bay, Oregon**

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I. Introduction

The purpose of the College focused accreditation visit at Southwestern Oregon Community College (SWOCC) in April 2009, was to conduct a Focused Interim Evaluation of the institution's progress specifically regarding Recommendation 1 of the spring 2007 Regular Interim Evaluation Report:

1. It is recommended that the College identify and publish the expected learning outcomes for each of its degree and certificate programs. It is further recommended that the College develop measures to assess the effectiveness of each of its educational programs and utilize the resulting data to make judgments about program effectiveness, allocate resources, and make necessary modifications. It is recommended that through regular and systematic assessment, the College demonstrates that students who complete their programs have achieved these outcomes. Finally, it is recommended that the institution provide evidence that its assessment activities lead to the improvement of teaching and learning (Standard 2.B.2, 2.B.3).

The evaluation was intended to verify and clarify information contained in the March 2009, Southwestern Oregon Community College Focused Interim Accreditation Report. The College viewed the focused visit as an opportunity for discussion and improvement.

After the Evaluator's visit and submission of her written report to the Commission in spring 2009, and subsequent correspondence from the NWCCU President, Dr. Sandra Elman, in July 2009, the Commission's decision requested a progress report in fall 2010 to address Recommendation 1 of the Focused Interim Report.

Recommendation 1

The Evaluator recommends that the College demonstrate, through regular and systematic assessment, that students who complete its programs of study have achieved the expected outcomes. In addition, the College must show that assessment activities lead to the improvement of teaching and learning. (Standards 2.B.2 and 2.B.3)

II. Progress Report

During the spring 2009 Focused Interim Visit, the Accreditation Evaluator found evidence that SWOCC had identified and published expected learning outcomes for each of its degree and certificate programs. In addition, the Evaluator found assessment of learning outcomes and use of assessment results had been progressing on a variety of fronts since the 2007 visit. The Evaluator's report cited the following assessment activities in her report of April 24, 2009:

- General education learning outcomes in writing, mathematics and critical thinking were measured through benchmark scores established from the Collegiate Assessment of Academic Proficiency (CAAP) instrument. CAAP was selected in 2007 as the primary tool to support institutional-level general outcomes. Data was collected from the CAAP tests taken by each graduate to analyze the level of achievement of SWOCC students. CAAP results for 2008 showed improvement for the three areas measured.

- Faculty interviewed identified specific ways results had been used to improve teaching and learning. Assessment activities included final grades, capstone projects, skills demonstrations and simulations, and practice and certification exams. Rubrics were included on course syllabi. Nursing faculties decided to teach medical calculation each term and were reviewing if, by doing this, they were helping students improve math skills. Faculty stated setting CAAP baselines and reviewing results had encouraged them to reassess more effective ways to encourage and measure critical thinking. CAAP data was used to make changes to both the Fire Science and EMT program by purchasing and utilizing additional learning aids focused on the development of critical thinking.
- Using the Nichols Model, the College tied degree and certificate outcomes to Institutional Strategic Goals and had identified assessment criteria and tasks. Faculty expressed appreciation of the framework the model provided and the concrete way it required them to look at data to ensure they had enough information before making changes.
- Faculty interviewed were able to clearly identify how the assessment and planning software, TracDat, enabled them to link course and program outcomes to budget and to strategic planning and expressed excitement about the possibilities of being able to use program outcomes attainment to formulate and prioritize budgets and strategic directions.
- Faculty understood and had begun to use the results of assessment to improve teaching and learning. There was consensus among the faculty and agreement assessment activities were bringing about positive change across the campus.
- Faculty conveyed discussions were more thoughtful and they were engaged in dialogue about assessment.
- The administration had a clear collaborative vision of assessment at both the institutional and educational program level.
- The mechanisms were in place to clearly link results of assessment activities to resource allocation and improvement.
- The SWOCC Board of Education had requested, and received, new measures of institutional effectiveness linking directly to program outcomes assessment.

Since the focused evaluation visit in spring 2009, SWOCC has now completed a full cycle of assessment. In this progress report, we offer information and evidence showing College efforts toward addressing Evaluator Clary's **Recommendation 1:**

*The Evaluator recommends that the College demonstrate, through regular and systematic assessment, that students who complete its programs of study have achieved the expected outcomes. In addition, the College must show that assessment activities lead to the improvement of teaching and learning.
(Standards 2.B.2 and 2.B.3)*

Three major achievements have been documented and all contribute to the foundation upon which institutional and program effectiveness are assessed and improved.

1. A culture of assessment and continuous improvement is cultivated and welcomed at the College.

2. Uniform and consistent assessment definitions, processes and tools were fine tuned and adopted, creating a framework for assessing institutional effectiveness, and for improving teaching and learning.
3. Data from assessment is used to inform decisions to improve teaching and learning and unit/institutional effectiveness.

Creating a culture of assessment and continuous improvement

Southwestern administrators, faculty and staff have continued to develop and foster a culture of assessment and continuous improvement since the Commission reviewed the Focused Visit Evaluation report in spring 2009. The College assessment and planning report of **2008 - 2010** **Activities and Process Steps** clearly shows the systematic ways in which processes were developed, implemented and strengthened in support of assessment, planning, budgeting and continuous improvement.

Accreditation Progress Report Activities and Process Steps – Closing the Loop	
Timeframe	Activities and Processes
Phase I – Adoption of Nichols Model and TracDat Software	
2008 – Fall	1. In-service accreditation review and all staff meetings held to review current outcomes and introduce Nichols model.
2008 – Fall	2. Documented outcomes/objectives using hardcopy Nicholls model template; (a) Linked to College Goals; (b) Means of Assessment identified; (c) Criteria for Success identified
2009 – Winter	3. Created draft handbook documenting processes and requirements associated with assessment, planning and budgeting requests.
2009 – Winter	4. Staff transferred hardcopy 4-column Nicholls model information into the TracDat software
2009 – Spring	5. Unit staff reviewed data and information transfer; refined outcomes, means of assessment and criteria for success as needed
Phase II – Institutional Effectiveness and Assessment Taskforce Formed, Affirmation of Outcomes, Means of Assessment and Criteria for Success	
2009 – Summer and Fall	6. Training sessions held for all staff to learn the TracDat software. Group sessions and individual training sessions held throughout summer (summer in-service session) and fall terms. Ongoing trainings held as needed for staff.
2009 – Fall	7. Institutional Effectiveness and Assessment Taskforce (IEAT) formed in October – main focus is to refine a handbook that documents the processes and requirements associated with assessment, planning and budgeting requests. Co-chairs, Joy Parker, Writing Instructor, and Robin Bunnell, Institutional Researcher. IEAT met weekly during 2009-10 academic year.
2009 – Fall	8. Unit staff affirmed appropriateness of outcomes; added outcomes if needed and inactivated outcomes as needed for 2009-10
2009 – Fall	9. Unit staff reviewed and refined means of assessments and criteria for success for 2009-10 during staff and department meetings
2009 – Fall	10. Unit staff added new assessment and/or criteria as needed and inactivated assessment no longer in use for 2009-10
2010 – Spring	11. Unit staff reviewed all steps in Phase I and II and ensure they are complete

Phase III – Entry of Yearly Results, Use of Results and Annual Summary Unit Planning Report	
2010 – Spring	12. Unit staff entered results into TracDat Software for all outcomes and the associated means of assessment
2010 – Spring	13. Unit staff entered use of results into the TracDat software
2010 – Spring	14. Unit staff input resources needed for the upcoming year into the TracDat software within the “Use of Results” screens
2010 – Spring	15. Unit staff affirmed appropriateness of outcomes; added outcomes if needed and inactivated outcomes as needed for 2010-11
2010 – Spring	16. Unit staff reviewed and refined means of assessments and criteria for success; added new assessment and/or criteria as needed and inactivated assessment no longer in use for 2010-11 during staff and department meetings
2010 – Spring	17. Unit staff input review year accomplishments into the TracDat software using Review Year Results and Use of Results Screens
2010 – Spring	18. Unit staff review all steps in Phase III to ensure they are complete
Phase IV – Reporting Unit Annual Summary Report Entry and Review of Unit Resources Needed	
2010 – Spring	19. Reporting Units developed summary reports of unit results and resources needed; reviewed with unit staff
2010 – Spring	20. Reporting Units sent summary reports to appropriate VP and shared with units
2010 - Spring	21. Budget Officers considered requests for resources needed during the budget process (also for 2010-11 budget)
Phase V - Summary Reports and Final Reports Timeline; Taskforce Update	
May 27, 2010	IEAT co-chairs distributed draft handbook for review to all members of the taskforce
June 4, 2010	Unit-level analytical summary documentation is completed in TracDat software; units notify division office or appropriate manager of completion
July 15, 2010	Deans/managers prepared an analytical summary of TracDat input, and submit to appropriate VP, and shared with units.
August 10, 2010	Institutional Effectiveness and Assessment Handbook final draft form reviewed by members available during summer; handbook piloted with new staff for feedback and updating to a final document.
August 15, 2010	Vice Presidents prepared an analytical summary of TracDat input, submitted report to IEAT, and shared with units.
September 30, 2010	IEAT reviews all submitted summaries to prepare a year-end report to Planning Council on progress made in meeting College goals, use of assessment results
Anticipated October 2010	Planning Council reviews year-end reports; refinements made to report as necessary; recommendations made to President and Executive Team; communication is given to the campus documents are placed on the web.

Desirous of increasing faculty and staff awareness of, and involvement in, program and institutional effectiveness processes, a change to the existing Faculty Senate sub-committee structure was proposed. This proposal incorporated a revision of the **former** Faculty Senate Budget and Planning Sub-Committee to include **Assessment** as a pilot component and as part of creation of the new Institutional Effectiveness Task Force (IEAT). The pilot Faculty Senate Sub-Committee was formed in the fall of 2009 and named Assessment, Planning and Budget (APB). Under this revision, committee member assignments were made and approved for the Institutional Effectiveness Task Force (IEAT), the Planning Council (PC) and the College Budget Committee (CBC) meetings to act as inter-committee liaisons. In the spring of 2010, the body of General Faculty approved the continuance of the APB Faculty Senate sub-committee pilot through 2011.

Uniform and consistent assessment definitions, processes and tools were fine tuned and adopted

Concurrent to the unit and program assessment activities, the newly formed Institutional Effectiveness and Assessment Taskforce (IEAT) initiated a plan of work and meeting schedule. The IEAT is comprised of representatives from a college wide range of academic and support units. The Taskforce established a Guidelines Handbook which contains the documented history and evolution of College assessment processes, describes the College processes for comprehensive program review of academic and administrative/educational support units, and outlines how units are to develop outcomes and enter their assessment plans into TracDat software.

With college-wide cross representation, IEAT provided a forum for the exchange of information about program review and assessment strategies among programs and administrative units. The activities of the committee are supported by the Institutional Researcher and the Office of Instruction and include:

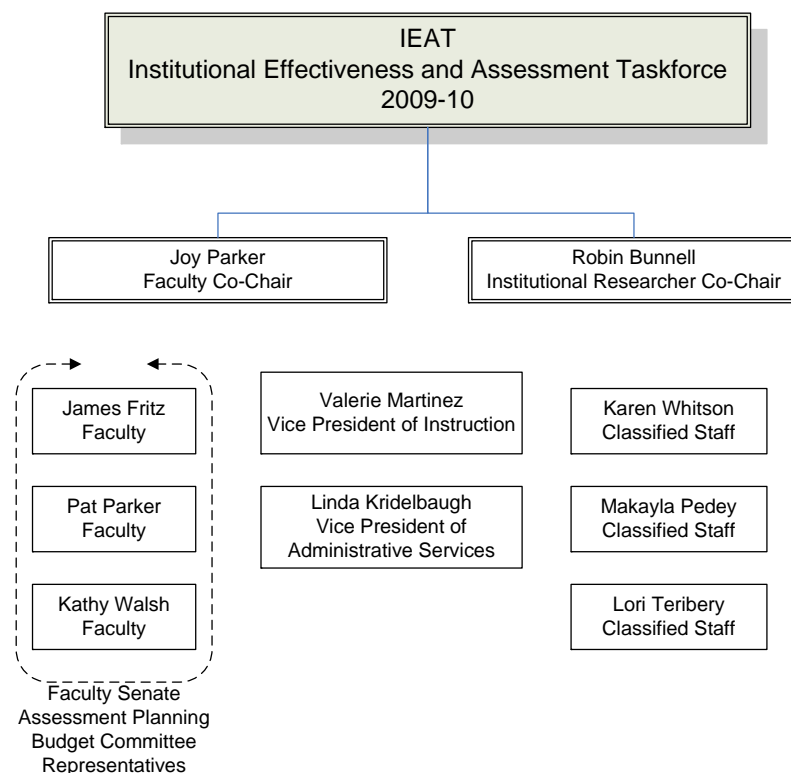
- Review/design Southwestern Oregon Community College institutional effectiveness processes and reports;
- Review/recommend revisions to indicators of institutional effectiveness;
- Review/design of content and format for department/program/discipline performance reports;
- Review/design program improvement plans;
- Guidance and support of the implementation of pilot department/program/discipline assessments; and
- Creation of the Institutional Effectiveness and Assessment Handbook. (Appendix C)

The IEAT, co-chaired by Institutional Researcher, Robin Bunnell, and SWOCC Writing Instructor, Joy Parker, developed the Guidelines Handbook through a year-long process which included input from faculty, classified staff, and management members. The Guidelines Handbook is divided into the following sections:

1. Introduction: History, Purpose and Overview
2. Institutional Effectiveness: Planning, Assessment, and Budgeting
3. Planning

4. Assessment
5. Budgeting
6. Appendices

The following illustration depicts the structure and membership of IEAT.



The taskforce is slated to become the Institutional Effectiveness and Assessment Oversight Committee upon completion, adoption and dissemination of the Guidelines Handbook and all associated institutional effectiveness and assessment processes in fall 2010.

Using assessment data to improve teaching and learning, unit and institutional effectiveness

At the beginning of the 2009-10 academic year, all administrative/educational support units and programs were required to review and update operational outcomes and program student learning outcomes. Accompanying this activity was a required review of the units' and/or programs' means of assessment and criteria for success. Instituting this activity allowed staff and faculty to examine the written operational outcomes and program student learning outcomes with fresh eyes and with additional understanding of the expectations for program assessment—improvement of teaching and learning.

Throughout the 2009-10 academic year, units and programs refined assessment measures, conducted assessment activities, gathered data and recorded assessment data in TracDat. The use of this tool for entry of all assessment and planning activities provides one source of

information from which any administrator can access information. Once data was collected for each assessment activity, units and programs initiated the analysis and synthesis stage, drawing conclusions to determine how the results would be used.

A formal rotation schedule of program review was developed and adopted for all programs and administrative/educational support units. (Appendix B) High-level, standardized unit audit reports were generated from TracDat software to determine if unit assessment activity was in progress and on track according to these established timelines. From within the system, and via email, communication regarding the unit's assessment activities were sent by unit administrators to the individuals assigned with entry of assessment data.

Throughout the 2009-10 academic year, both instructional and administrative educational support units reviewed measures of assessment, assessment data, analyzed the data and created plans for using the results for improving teaching and learning. Evidence of how units used assessment results for improving teaching and learning is provided in this report through the reports generated from within the TracDat software. (Appendix A)

III. Summary

Southwestern Oregon Community College Board of Education, faculty, staff and administrators made a serious and concerted effort to address Recommendation 1 of the spring 2009 Focused Evaluation Report. The College, its President and Board of Education are fully committed to full implementation of all institutional effectiveness and assessment activities. As the culture of assessment becomes fully integrated, the institutional effectiveness model and processes will also undergo periodic evaluation and improvement.

Coincidental to the progress made toward addressing Recommendation 1 of the spring 2009 Focused Evaluation Report, the College took steps to review and re-write the College purpose in our Mission Statement, paving the way for identification of the core themes which comprise the essential elements of the mission. In addition, parameters for mission fulfillment have been outlined and a threshold for mission fulfillment was established. The College has been placed on the NWCCU New Standards Evaluation Schedule with Year One, Standard One Report due in spring 2011; and Comprehensive, All Standards, Report with a visit scheduled in spring 2012. The College's current model for assessing and improving institutional effectiveness forms the foundational element for future accreditation reporting and subsequent visits. #

APPENDICES

Appendix A

Instructional Unit Reports: Use of assessment results to improve teaching and learning

UR: Assessment Results

Southwestern Oregon Community College

BUS-AAS Office Management

Review Year: 2010-11

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
BUS-AAS Office Management - Computer Software - Demonstrate mastery of business computer software Outcome Types: Learning Start Date: 02/13/2009 Outcome Status: Currently Being Assessed	Assessment Method: Practice Exams Assessment Method Category: Student Success Criterion: Keyboarding at 45 wpm with 90% accuracy on a three-minute timing	10/13/2009 - On schedule to be piloted 2009-2010. Result Type: On Schedule Result Year / Status: 2008-09 Result Synthesis and Analysis: Due to change in faculty staffing, assessment will be piloted 2009-2010.	05/04/2010 - Online software to record attainment levels selected to pilot next year. Resources Needed: none, online software accompanies textbooks
		10/13/2009 - No data available due to change in faculty Result Type: On Schedule Result Year / Status: 2008-09 Result Synthesis and Analysis: Due to change in faculty staffing, assessment will be piloted 2009-2010.	05/04/2010 - schedule to pilot next year. Resources Needed: none identified to date
	Assessment Method: Microsoft Application Specialist practice exams Assessment Method Category: Standardized Test Criterion: Minimum score of 80% on four of six Microsoft Certified Application Specialist practice exams		
BUS-AAS Office Management - Office Systems and Procedures - Demonstrate comprehensive knowledge of office systems and procedures	Assessment Method: Mock Exams Assessment Method Category: Student Success Criterion:	10/13/2009 - On schedule to be piloted 2009-2010 Result Type: On Schedule Result Year / Status:	05/04/2010 - schedule to pilot next year. Resources Needed:

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Outcome Types: Learning Start Date: 02/13/2009 Outcome Status: Currently Being Assessed	100 percent of students will score 80% or higher on part 1 of the Certified Administrative Professional mock exam	2008-09 Result Synthesis and Analysis: Due to change in faculty staffing, assessment will be piloted 2009-2010.	none identified to date
BUS-AAS Office Management - Concepts of Office Management - Demonstrate proficiency in describing and indentifying fundamental concepts of office management Outcome Types: Learning Start Date: 02/13/2009 Outcome Status: Currently Being Assessed	Assessment Method: Mock Exam Assessment Method Category: Student Success Criterion: 100 percent of students will score 80% or higher on part 2 of the Certified Administrative Professional mock exam	10/13/2009 - On schedule to be piloted 2009-2010. Result Type: On Schedule Result Year / Status: 2008-09 Result Synthesis and Analysis: Due to change in faculty staffing, assessment will be piloted 2009-2010.	05/04/2010 - schedule to pilot next year. Resources Needed: none identified to date
BUS-AAS Office Management - Applying Skills - Apply human relations, organizational development, and critical thinking skills to solve problems in an office setting Outcome Types: Learning Start Date: 02/13/2009 Outcome Status: Currently Being Assessed	Assessment Method: Mock Exam Assessment Method Category: Student Success Criterion: 100 percent of students will score 80% or higher on part 4 of the Certified Administrative Professional mock exam	10/13/2009 - On schedule to be piloted 2009-2010. Result Type: On Schedule Result Year / Status: 2008-09 Result Synthesis and Analysis: Due to change in faculty staffing, assessment will be piloted 2009-2010.	

UR: Assessment Results

Southwestern Oregon Community College

DISC-Computer Science, Math, Science

Review Year: 2010-11

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>DISC-Computer Science, Math, Science - Technical Information - Gather, comprehend, and communicate scientific and technical information to generate new ideas, solutions, models and further question confidently and creatively.</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/10/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: CAAP Test for graduating students</p> <p>Assessment Method Category: Standardized Test</p> <p>Criterion: Benchmark on critical-thinking students will score within .5 of the national average in Science, Mathematics, Computer Science and Engineering classes.</p>	<p>11/06/2009 - The 2008-09 CAAP results did not have statistically reliable participation.</p> <p>Result Type: Criterion Not Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: The third administration of the CAAP standardized test revealed that unless students are required and/or given an incentive, participation is such that a statistically valid pool will not be achieved.</p> <p>Related Documents: CAAP 2008 Degrees.pdf</p>	<p>11/06/2009 - Request that administration require students that are near graduation to take the CAAP test on a three-year rotating basis.</p> <hr/>
<p>DISC-Computer Science, Math, Science - Problem Solving - Apply scientific and technical modes of inquiry individually, and collaboratively, to critically evaluate existing or alternative explanations, solve problems, and make evidence-based decisions in an ethical manner.</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/10/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: CAAP Test for graduating students.</p> <p>Assessment Method Category: Standardized Test</p> <p>Criterion: Benchmark on critical-thinking students will score within .5 of the national average in Science, Mathematics, Computer Science and Engineering classes.</p>	<p>11/06/2009 - The 2008-09 CAAP Test did not have statistically reliable participation</p> <p>Result Type: Criterion Not Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: The third administration of the CAAP standardized test revealed that unless students are required and/or given an incentive, participation is such that a statistically valid pool will not be achieved.</p> <p>Related Documents: CAAP 2008 Degrees.pdf</p>	<p>05/05/2010 - Request that administration require students that are near graduation to take the CAAP test on a three-year rotating basis.</p> <hr/>
<p>DISC-Computer Science, Math, Science - Review Year Reports - Review Year Program Assessment Overview and</p>	<p>Assessment Method: 2008-09 Program Review Year Summary Report</p>		

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Outcome Types: Review Year Summary Report			
Start Date: 07/01/2008			
Outcome Status: Review Year Report			
DISC-Computer Science, Math, Science - Annual Strategic Plan Reports - Program Annual Strategic Plan Summary Reports		Assessment Method: 2009-10 Program Annual Strategic Plan Summary Report	
Outcome Types: Annual Plan Summary Report		Assessment Method: 2010-11 Program Annual Strategic Plan Summary Report	
Start Date: 07/01/2009			
Outcome Status: Annual Report			
DISC-Computer Science, Math, Science - Critically Assess - Assess the strengths and weaknesses of scientific studies and critically examine the influence of scientific and technical knowledge on human society and the environment.			
Outcome Types: Learning			
Start Date: 07/01/2010			
Outcome Status: Currently Being Assessed			

UR: Assessment Results

Southwestern Oregon Community College

ECE-AAS Childhood Education and Family Studies

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>ECE-AAS Childhood Education and Family Studies - Creating a Healthy Learning Environment - Create and consistently maintain a safe, healthy learning environment by recognizing, articulating, and implementing health and safety standards and procedures.</p> <p>Outcome Types: Learning</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Evaluation Documents</p> <p>Assessment Method Category: Student Success</p> <p>Criterion: 75% of students will pass practicum assessments in ECE 163, ECE 261, ECE 262 with 80% or better.</p>	<p>06/01/2010 - 100% of students passed practicum assessments in ECE 163, 262 and 262 with 80% or better.</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Students are not able to pass the identified classes without meeting 80% or better of practicum assessments. These assessments are the indicator of whether students can put thier knowledge into practice. These assessments are in the process of being revised to establish more consistency as they are completed by multiple suprevising teachers.</p>	<p>07/14/2010 - Continually update assessments to assure that program is current with industry standards.</p> <p>Resources Needed: annual review of indicators on assessments.</p> <p>Budget: Funds Needed: 0.0000</p>
<p>ECE-AAS Childhood Education and Family Studies - Meeting Child's Needs - Devise ways, including culturally relevant activities, to meet each child's individual needs to nurture cognitive, physical, social, and emotional development.</p> <p>Outcome Types: Learning</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Practicum and Student Teaching Evaluation Documents</p> <p>Assessment Method Category: Student Success</p> <p>Criterion: 75% of students will pass practicum assessments in ECE 163, ECE 261, ECE 262 with 80% or better.</p>	<p>07/14/2010 - 100% of students passed assessments with 80% or better.</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Assessments indicate that students are practically applying thier knowledge in the classroom seting.</p>	<p>07/14/2010 - Continually update assessments to assure that program is current with industry standards. annual review of indicators on assessments</p> <p>Resources Needed: annual review of indicators on assessments</p>
<p>ECE-AAS Childhood Education and Family Studies - Building Partnerships - Devise ways to build partnerships with families and ways to share information, resources, and referrals.</p>	<p>Assessment Method: Participation in core classes HDFS 285, ECE 209and HDFS 222.</p> <p>Assessment Method Category: Student Success</p>	<p>07/14/2010 - 100% of students completed practicum ECE 209 and HDFS 285 Professional Issues in ECE with C or better. Only 66.67 % completed HDFS 222 Family Relations with a C or better. 33.33% completed with a D.</p>	

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Outcome Types: Learning Start Date: 03/05/2009 Outcome Status: Currently Being Assessed	Criterion: 75% of students will successfully complete HDFS 285, ECE, and HDFS 222 with a C or better	Result Type: Criterion Not Met Result Year / Status: 2009-10 Result Synthesis and Analysis: ECE 209 and HDFS 285 are courses involving a large amount of practical application. Students do consistently well in these classes. HDFS 222 is more focused on reading and written responses. More practical applications may need to be included to assist students to improve their acquisition of mastery of the course content.	
ECE-AAS Childhood Education and Family Studies - Design Culturally Relevant Curriculum - Design and implement culturally relevant curriculum by observing, documenting, and assessing individual and group needs and skills. Outcome Types: Learning Start Date: 03/05/2009 Outcome Status: Currently Being Assessed	Assessment Method: Anecdotal recording and completion of Developmental Continuum Assessments on observed children Assessment Method Category: Student Success Criterion: 75% of students will pass practicum assessments in ECE 163, ECE 261, ECE 262 with 80% or better.	07/14/2010 - 100% of students passed assessments with 80% or better. Result Type: Criterion Met Result Year / Status: 2009-10 Result Synthesis and Analysis: This criterion indicates that students have the skills needed to manage the day to day required anecdotal recording and ongoing assessments required in the ECE	07/14/2010 - Continually update assessments to assure that program is current with industry standards. Resources Needed: annual review of indicators on assessments
ECE-AAS Childhood Education and Family Studies - Understanding Child Development - Demonstrate an understanding of child development, including awareness of a multi-cultural perspective, from birth to age eight. Outcome Types: Learning Start Date: 03/05/2009	Assessment Method: Successful completion of ED 258, Multicultural Education including Advocacy and Action project Criterion: 75% of students will successfully complete ED 258 with a C or better	07/14/2010 - 80% of students completed this course with C or better. Result Type: Criterion Met Result Year / Status: 2008-09 Result Synthesis and Analysis: This result shows that the goal was met, but also causes us to consider the other	

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Outcome Status: Currently Being Assessed		20%. This is an online class. The 10% with D grades and the other 10% with F grades earned those grades for various reasons including lack of completing assignments and lack of quality in assignments submitted.	
ECE-AAS Childhood Education and Family Studies - Culturally Relevant Learning Environments - Prepare and establish culturally relevant learning environments and curriculum that supports each child's individual skills, interests, and learning in content areas. Outcome Types: Learning Start Date: 03/05/2009 Outcome Status: Currently Being Assessed	Assessment Method: Practicum and Student Teaching Evaluation Documents Assessment Method Category: Student Success Criterion: 75% of students will pass practicum assessments in ECE 163, ECE 261, ECE 262 with 80% or better.	07/14/2010 - 100% of students passed assessments with 80% or better. Result Type: Criterion Met Result Year / Status: 2008-09 Result Synthesis and Analysis: Student accomplishment has shown that students are understanding and imolementing what they know in relation to establishing strong learning environments.	
ECE-AAS Childhood Education and Family Studies - Professionalism and Advocacy - Demonstrate an understanding of professionalism and advocacy, applying ethics to situations they encounter Outcome Types: Learning Start Date: 03/05/2009 Outcome Status: Currently Being Assessed	Assessment Method: Practicum and Student Teaching Evaluation Documents Participation in mock staffing activity Assessment Method Category: Student Success Criterion: 75% of students will pass practicum assessments n ECE 163, ECE 261, ECE 262 with 80% or better.	07/14/2010 - 100% of students passed these courses with C or better. Result Type: Criterion Met Result Year / Status: 2008-09 Result Synthesis and Analysis: This result indicates that students are able to put their knowledge into practice, not only with children , but with staff, parents and partners as well.	
ECE-AAS Childhood Education and Family Studies - Pursue Articulated Transfer - Be	Assessment Method: Student Tranfer to OUS	05/05/2010 - To be determined in 2012 - 2013 Result Type:	

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>prepared for transfer to pursue articulated transfer to Bachelor degree program.</p> <p>Outcome Types: Learning</p> <p>Start Date: 03/05/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method Category: Enrollment</p> <p>Criterion: Within 5 years of graduation 10% of graduating students will transfer to the Oregon University System</p>	<p>Deferred</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Criterion will be assessed in 2012-2013.</p>	
<p>ECE-AAS Childhood Education and Family Studies - Review Year Reports - Review Year Program Assessment Overview and Summary Reports</p> <p>Outcome Types: Review Year Summary Report</p> <p>Start Date: 07/01/2008</p> <p>Outcome Status: Review Year Report</p>	<p>Assessment Method: 2008-09 Program Review Year Summary Report</p>		
<p>ECE-AAS Childhood Education and Family Studies - Annual Strategic Plan Reports - Program Annual Strategic Plan Summary Reports</p> <p>Outcome Types: Annual Plan Summary Report</p> <p>Start Date: 07/01/2009</p> <p>Outcome Status: Annual Report</p>	<p>Assessment Method: 2009-10 Program Annual Strategic Plan Summary Report</p> <p>Assessment Method: 2010-11 Program Annual Strategic Plan Summary Report</p>		

UR: Assessment Results

Southwestern Oregon Community College

EMS-AAS Emergency Medical Technician: Paramedic

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>EMS-AAS Emergency Medical Technician: Paramedic - Assess Patients and Treatment Protocols - Assess patients and apply treatment protocols in simulated emergency medical situations.</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/11/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Student achievement</p> <p>Assessment Method Category: Student Success</p> <p>Criterion: Students will meet or exceed the acceptable scoring criteria for identified activities using commercially developed skills sheets.</p>	<p>05/05/2010 - Data was not recorded for this outcome during the '08-'09 academic year.</p> <p>Result Type: Deferred</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: After reviewing these outcomes with the primary instructor of this program it appears that the listed means of assessment for this outcome and what was intended are not the same.</p>	<p>05/05/2010 - When asked "What are the program outcomes that are established for the EMT Paramedic program?" the program director responded: Prepare students using the DOT national curriculum for national testing for certification at the paramedic level.</p> <p>When asked "How do you assess these outcomes to determine if they have been met?" he responded "Using pass rates for the NREMT exam."</p> <p>With this information it will be important to review the process of developing program and student learning outcomes with program director to establish clear and measurable outcomes and appropriate means of assessment.</p>
<p>EMS-AAS Emergency Medical Technician: Paramedic - Decision Making Skills - Demonstrate decision-making skills during simulated emergency scenarios</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/11/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Student Achievement</p> <p>Assessment Method Category: Student Success</p> <p>Criterion: Students will meet or exceed the acceptable scoring criteria for identified activities using commercially developed skills sheets.</p>	<p>05/05/2010 - Data was not collected for this outcome during the '08-'09 academic year.</p> <p>Result Type: Deferred</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: After reviewing these outcomes with the primary instructor of this program it appears that the listed means of</p>	<p>05/05/2010 - When asked "What are the program outcomes that are established for the EMT Paramedic program?" the program director responded: Prepare students using the DOT national curriculum for national testing for certification at the paramedic level.</p> <p>When asked "How do you assess</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
		assessment for this outcome and what was intended are not the same.	<p>these outcomes to determine if they have been met?" he responded "Using pass rates for the NREMT exam."</p> <p>With this information it will be important to review the process of developing program and student learning outcomes with program director to establish clear and measurable outcomes and appropriate means of assessment.</p>
<p>EMS-AAS Emergency Medical Technican: Paramedic - Basic and Advance Support Skills - Perform all basic and advance support skills in a safe and timely manner</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/11/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Student Achievement</p> <p>Assessment Method Category: Student Success</p> <p>Criterion: Students will meet or exceed the acceptable scoring criteria for identified activities using commercially developed skills sheets</p>	<p>05/05/2010 - Data was not collected for this outcome during the '08-'09 academic year.</p> <p>Result Type: Deferred</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: After reviewing these outcomes with the primary instructor of this program it appears that the listed means of assessment for this outcome and what was intended are not the same.</p>	<p>05/05/2010 - When asked "What are the program outcomes that are established for the EMT Paramedic program?" the program director responded: Prepare students using the DOT national curriculum for national testing for certification at the paramedic level.</p> <p>When asked "How do you assess these outcomes to determine if they have been met?" he responded "Using pass rates for the NREMT exam."</p> <p>With this information it will be important to review the process of developing program and student learning outcomes with program director to establish clear and measurable outcomes and appropriate means of assessment.</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
EMS-AAS Emergency Medical Technican: Paramedic - Review Year Reports - Review Year Program Assessment Overview and Summary Reports	Assessment Method: 2008-09 Program Review Year Summary Report		
Outcome Types: Review Year Summary Report			
Start Date: 07/01/2008			
Outcome Status: Review Year Report			
EMS-AAS Emergency Medical Technican: Paramedic - Annual Strategic Plan Reports - Program Annual Strategic Plan Summary Reports	Assessment Method: 2009-10 Program Annual Strategic Plan Summary Report		
Outcome Types: Annual Plan Summary Report	Assessment Method: 2010-11 Program Annual Strategic Plan Summary Report		
Start Date: 07/01/2009			
Outcome Status: Annual Report			

UR: Assessment Results

Southwestern Oregon Community College

AH-AAS Medical Assistant

Review Year: 2009-10

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>AH-AAS Medical Assistant - General Knowledge - Demonstrate general knowledge of medical terminology, anatomy and physiology, and medical law and ethics</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/13/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Practice Exam</p> <p>Assessment Method Category: Student Success</p> <p>Criterion: Average score of 75% on on the Certified Medical Assisting practice exam, part 1</p>	<p>04/18/2010 - There are no results to report for this outcome. Students are ineligible to take the Certified Medical Assistant Exam.</p> <p>Result Type: Criterion Not Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: At this time, graduates of this program may not sit for the Certified Medical Assistant Exam as the program does not meet the accreditation requirements for students to be eligible to sit for the exam. This is not an appropriate form of assessment for this outcome and a new "means of assessment" must be determined.</p>	<p>05/05/2010 - It is recommended to separate this outcome into three different outcomes (medical terminology, anatomy and physiology, and medical law and ethics) in order to measure student success within the individual classes associated with the various content within these suggested sub-outcomes.</p> <p>The second recommendation is to review the Medical Assistant program to determine the proper steps to be awarded accreditation status and allow students to sit for the national certification exam.</p>
<p>AH-AAS Medical Assistant - Medical Office Practices - Demonstrate proficiency in medical office administrative practices</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/13/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Practice Exam</p> <p>Assessment Method Category: Student Success</p> <p>Criterion: Average score of 75% on the Certified Medical Assisting practice exam, part 2</p>	<p>04/18/2010 - There are no results to report for this exam. Students in the Medical Assistant program are not eligible to sit for the Certified Medical Assistant Exam.</p> <p>Result Type: Criterion Not Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: At this time, graduates of this program may not sit for the Certified Medical Assistant Exam as the program does not meet the accreditation requirements for students to be eligible to sit for the exam. This is not an appropriate form of assessment for this</p>	<p>05/05/2010 - The Medical Assistant program needs to participate in a formal self-study to evaluate the appropriate steps to become an accredited program so that students can be eligible to take the Certified Medical Assistant Exam.</p> <p>After self-study is complete, it will be appropriate to identify new outcomes that address the desired knowledge and skills required by a graduate of an accredited medical assistant program.</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
		outcome and a new "means of assessment" needs to be determined.	The second recommendation is to review the Medical Assistant program to determine the proper steps to be awarded accreditation status and allow students to sit for the national certification exam.
AH-AAS Medical Assistant - Knowlegde of Clinical Practice - Demonstrate comprehensive knowledge of clinical practice Outcome Types: Learning Start Date: 02/13/2009 Outcome Status: Currently Being Assessed	Assessment Method: Practice Exam Assessment Method Category: Student Success Criterion: Average score of 75% on the Certified Medical Assisting practice exam, part 3	04/18/2010 - There are no results available to report as students are not eligible to take the Certified Medical Assistant Exam. Result Type: Criterion Not Met Result Year / Status: 2008-09 Result Synthesis and Analysis: The Medical Assistant Program needs to participate in formal self-study of this program to determine the appropriate steps to take in order to become an accredited program in order to allow students to be eligible to take the Certified Medical Assistant Exam.	05/05/2010 - The Medical Assistant Program Director will need to identify a required skill set that will meet the requirements of an accredited Medical Assistant program as determined by the American Association of Medical Assistants and the Commission on Accreditation of Allied Health. Once these skill sets are determined a specific outcome(s) will need to be identified prior to the student's clinical practicum as well as one that provides an appropriate form of evaluation with the Program Director and the on-site supervisor during the clinical practicum.
AH-AAS Medical Assistant - Review Year Reports - Review Year Program Assessment Overview and Summary Reports Outcome Types: Review Year Summary Report Start Date: 07/01/2008 Outcome Status:	Assessment Method: 2008-09 Program Review Year Summary Report Assessment Method: 2009-10 Program Review Year Summary Report		

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Review Year Report	Assessment Method: 2012-13 Program Review Year Summary Report		
AH-AAS Medical Assistant - Annual Strategic Plan Reports - Program Annual Strategic Plan Summary Reports	Assessment Method: 2010-11 Program Annual Strategic Plan Summary Report		
Outcome Types: Annual Plan Summary Report Start Date: 07/01/2009 Outcome Status: Annual Report			

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Southwestern Oregon Community College

NRS-AAS Nursing

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
NRS-AAS Nursing - Review Year Reports - Review Year Program Assessment Overview and Summary Reports Outcome Types: Review Year Summary Report Start Date: 07/01/2008 Outcome Status: Review Year Report	Assessment Method: 2008-09 Program Review Year Summary Report	05/06/2010 - mmm Result Type: Review Year Report Result Year / Status: 2008-09 Result Synthesis and Analysis: mmm	
		10/11/2009 - 100% of first and second year nursing students met the competencies at midterm and finals. Result Type: Achieved Result Year / Status: 2008-09 Result Synthesis and Analysis: We will continue to evaluate competency attainment at midterm and at finals.	06/29/2010 - Ongoing revision of nursing student handbook; evaluation of clinical placement based on midterm and final competency outcomes, course outcomes and clinical evaluation by faculty; feedback from advisory committees; embedding opportunities in nursing courses, campus learning lab skills and simulations for reflection and self-analysis; advising; collaborate with librarian to update library resources; ongoing focus groups with students, staff, community partners. Resources Needed: Financial resources are needed to insure lab and simulation equipment is up-to-date; simulation equipment is needed for our distant site campus in Brookings (Account number 10-1405-53321). Resources are needed for advisory meetings; faculty meetings to plan, develop and review curriculum; student professional development;

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
			(Account #10-1405-53111); faculty resources such as books, audio-visual materials; curriculum development Budget: Funds Needed: 25000.0000

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Southwestern Oregon Community College

RI-Computation

Review Year: 2010-11

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>RI-Computation - Problem Solving - Model, analyze, and solve real-world problems in a mathematical context.</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/10/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: CAAP Mathematics Test</p> <p>Assessment Method Category: Standardized Test</p> <p>Criterion: Average score at or above average score from previous year</p>	<p>05/05/2010 - The 2008-09 CAAP Test did not have statistically reliable participation.</p> <p>Result Type: Deferred</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Since there was not enough statistically reliable participation with the CAAP Test, it would be appropriate to identify a new means of assessment for this outcome and/or review the outcome for possible changes as well.</p>	<p>07/21/2010 - As there were not enough students who participated in the 2008-2009 CAAP Test to provide statistically reliable data, it would be appropriate to identify another form of measuring this outcome. A committee of math faculty should evaluate this outcome and determine a more appropriate form of measurement or define a new outcome that provides them the best assessment. This could also be collaborative committee where faculty from other programs provide input to determine additional forms of assessment for this outcome that would still meet the defined parameters of this outcome.</p> <p>Resources Needed: Faculty support and time to allow for quality discussion and input. Perhaps providing summer incentives for meeting to discuss these possibilities while there is still time to make necessary adjustments before fall term. Giving release time or hiring an adjunct faculty member to not only teach classes but to help organize this pathway of assessment.</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>RI-Computation - Analyzing and Evaluating Problems - Analyze and evaluate real-world problems in a logical manner</p> <p>Outcome Types: Learning</p> <p>Start Date: 02/10/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: CAAP Critical-Thinking Test</p> <p>Assessment Method Category: Standardized Test</p> <p>Criterion: Average score at or above average score from previous year</p>	<p>05/05/2010 - The 2008-09 CAAP Test did not have statistically reliable participation.</p> <p>Result Type: Deferred</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Since there was not enough statistically reliable participation with the CAAP Test, it would be appropriate to identify a new means of assessment for this outcome and/or review the outcome for possible changes as well.</p>	<p>07/21/2010 - As there were not enough students who participated in the 2008-2009 CAAP Test to provide statistically reliable data, it would be appropriate to identify another form of measuring this outcome. A committee of math faculty should evaluate this outcome and determine a more appropriate form of measurement or define a new outcome that provides them the best assessment. This could also be collaborative committee where faculty from other programs provide input to determine additional forms of assessment for this outcome that would still meet the defined parameters of this outcome.</p> <p>Resources Needed: Faculty support and time to allow for quality discussion and input. Perhaps providing summer incentives for meeting to discuss these possibilities while there is still time to make necessary adjustments before fall term. Giving release time or hiring an adjunct faculty member to not only teach classes but to help organize this pathway of assessment.</p>
<p>RI-Computation - Utilize Technology - Utilize technology for analyzing and evaluating real-world problems.</p>	<p>Assessment Method: Successful completion</p> <p>Assessment Method Category: Student Success</p>	<p>05/05/2010 - Data was not collected for this outcome as the outcome is not written in a manner that clarifies an specific elements to be measured.</p>	<p>07/21/2010 - A review of this outcome needs to be completed and new parameters need to be established for appropriate data</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Outcome Types: Learning Start Date: 02/10/2009 Outcome Status: Currently Being Assessed	Criterion: Embed technological skills in mathematics and computer information systems courses. Require successful completion of such courses in the curriculum for various programs of study.	Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: As the intent of this outcome is unclear, it would be appropriate to determine an alternative way of wording this outcome so that it is clear as to the desire of the program. It will also be important to establish a clear and reliable means of assessment for the new outcome.	collection. Resources Needed: Faculty support and time to allow for quality discussion and input. Perhaps providing summer incentives for meeting to discuss these possibilities while there is still time to make necessary adjustments before fall term. Giving release time or hiring an adjunct faculty member to not only teach classes but to help organize this pathway of assessment.
RI-Computation - Review Year Reports - Review Year Program Assessment Overview and Summary Reports Outcome Types: Review Year Summary Report Start Date: 07/01/2008 Outcome Status: Review Year Report	Assessment Method: 2008-09 Program Review Year Summary Report		
RI-Computation - Annual Strategic Plan Reports - Program Annual Strategic Plan Summary Reports Outcome Types: Annual Plan Summary Report Start Date: 07/01/2009 Outcome Status: Annual Report	Assessment Method: 2009-10 Program Annual Strategic Plan Summary Report Assessment Method: 2010-11 Program Annual Strategic Plan Summary Report		

Administrative Educational Support Unit Reports: Use of assessment results to improve teaching and learning

UR: Assessment Results

Southwestern Oregon Community College

AS-Bookstore

Review Year: 2009-10

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>AS-Bookstore - Ordering - Provide students with multiple options for purchasing necessary course textbooks and materials.</p> <p>Outcome Types: Operational</p> <p>Start Date: 10/23/2008</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: eFollett report</p> <p>Assessment Method Category: Participation</p> <p>Criterion: Increase alternative venue purchasing by 10%</p>	<p>11/05/2009 - Online sales decreased by 11% from the 2007/2008 to 2008/2009 school year.</p> <p>Result Type: Criterion Not Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Advertise the online bookstore and seek ways to inform the students of this venue for textbook purchasing.</p>	<p>04/19/2010 - Advertise the online bookstore and seek ways to inform the students of this venue for textbook purchasing. Plan and implement bookstore promotions to increase student knowledge of the online bookstore.</p> <p>Resources Needed: Funds for bookstore certificates</p> <p>Budget: Funds Needed: 400.0000</p>
	<p>Assessment Method: Report of completed meetings</p> <p>Assessment Method Category: Participation</p> <p>Criterion: Implement a textbook advisory committee and meet 4 times.</p>		
<p>AS-Bookstore - Provide Resources - Provide all course materials and related resources to promote student success</p> <p>Outcome Types: Operational</p> <p>Start Date: 10/23/2008</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Textbook book orders</p> <p>Assessment Method Category: Participation</p> <p>Criterion: Increase the number of book orders turned in by the due date by 25%.</p>	<p>11/05/2009 - We achieved a 10% increase for 2008-09.</p> <p>Result Type: Criterion Not Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: 40% of the Fall term book orders were turned in by the due date. 30% of the Spring term book orders were turned in by the due date. We have accessed the procedures for requesting book orders from faculty along with the percentage of</p>	<p>04/13/2010 - We plan to implement new strategies and strive to strengthen relationships with the faculty.</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
		resulting textbook orders placed. We plan to implement new strategies and strive to strengthen relationships with the faculty.	
	Task: Baseline data Description: Gather data for last year Means of Assessment: completed Criteria and Timeline for Success: November 6 Task Status: In-Progress		
AS-Bookstore - Customer Service - Build strong relationships with students, faculty, and staff Outcome Types: Operational Start Date: 10/23/2008 Outcome Status: Currently Being Assessed	Assessment Method: Customer Service Survey Assessment Method Category: Survey - Institutional Criterion: Receive an average of 4 out 5 on all questions of the survey.	11/05/2009 - No survey was taken in the 2008/2009 school year. Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: NA	
	Assessment Method: Report of bookstore friends added. Assessment Method Category: Observation Criterion: Implement motivational marketing techniques to promote sales and service. Seek inexpensive social advertising venues. Start a facebook page and aquire 25 bookstore friends.		
AS-Bookstore - Review Year Reports - Review Year Unit Assessment Overview and Summary Reports Outcome Types: Review Year Summary Report Start Date:	Assessment Method: 2008-09 Unit Review Year Summary Report	04/13/2010 - Process and procedures continue to be assessed and new strategies will be developed based upon the analysis. Result Type: Review Year Report Result Year / Status:	04/13/2010 - Update the book order process. Order renewable cap and gowns. Update the book adoption process. Begin analysis of a textbook rental program. Implement monthly promotions.

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>07/01/2008</p> <p>Outcome Status: Review Year Report</p>		<p>2008-09 Result</p> <p>Synthesis and Analysis: Bookstore is undergoing organizational changes and is using Porter 5 competition challenges to perform an analysis over the next year.</p>	<p>Review Year Report Only: Internal External Trends: Direct competition: The Bookstore sells many different types of products. Each has competition from other retailers. Official Southwestern apparel is not available from any other distributor; however, unauthorized dealers such as prepsportswear.com sell their version of Southwestern logo apparel. Students and staff can also choose to purchase apparel that is not logoed. Academic priced software is available on sites such as academic superstore and JourneyEd. Textbook sales have many competitors. Bookstores compete with student to student sales, large chain retailers, websites such as Amazon or half.com, and textbook rental websites. Customers: Southwestern Bookstore's target market is our students, the student's families, and alumni. The Bookstore targets this market. The Bookstore strives to carry items that appeal to the customers - sweatshirts and mugs for the family or alumni and software and electronics for students. Suppliers: The Bookstores main suppliers are publishers and wholesalers. The publisher provides bookstores with the retail price for the textbooks. Most bookstores do not price the books themselves; instead they follow the publisher's list price. The margin for textbooks is very small.</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
			<p>This makes it difficult for bookstores to sell the textbooks for less than the list price. If the bookstores try to sell the books for more than the list price then they will have competition from other school bookstores selling at list. The used price of a book is also set for bookstores. The margin on used books purchased from a wholesaler is also very small. Bookstores purchase supplies and other merchandise from wholesalers in the industry. The margins on these goods are closer to normal retail standards. Most bookstores do not have enough buying power to purchase from really large wholesalers and suppliers where they would have larger margins.</p> <p>Potential entrants: Bookstores everywhere have seen many new forms of entrants into the market over the last 10 years. Students have access to e-books, book rentals, and internet marketplace purchases. Southwestern Bookstore could face competition from another bookstore opening up that is not owned by the college yet functions as such. This has happened at many large universities. I think the internet holds the greatest potential for new entrants to come into play.</p> <p>Substitute products: For textbooks the student can choose to purchase an e-book instead of the traditional physical copy. Students can also rent the book instead of purchasing it. When it comes to the supplies they are selling</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
			<p>students can purchase other brands instead of the ones that Southwestern offers. As I mentioned before prepsportwear offers a knock-off version of some Southwestern apparel. If individuals want to purchase logo merchandise then they have no other substitution available. The academic software is only offered in certain formats with no substitutions to choose, students can purchase it other places but it will be the same software.</p>
	Assessment Method: 2009-10 Unit Review Year Summary Report		
	Assessment Method: 2012-13 Unit Review Year Summary Report		
AS-Bookstore - Annual Strategic Plan Reports - Unit Annual Strategic Plan Summary Reports Outcome Types: Annual Plan Summary Report Start Date: 07/01/2009 Outcome Status: Annual Report	Assessment Method: 2009-10 Unit Annual Strategic Plan Summary Report Assessment Method: 2010-11 Unit Annual Strategic Plan Summary Report		

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Southwestern Oregon Community College

IA-Family Center

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>IA-Family Center - Sustainability, Planning & Growth - Ensure that Childhood Education and Family Studies program plans, needs and development are included in the overall vision and structure for long term college sustainability and growth.</p> <p>Outcome Types: Strategic</p> <p>Start Date: 04/10/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Maintaining Family Center funding within the general fund</p> <p>Assessment Method Category: Unit Reports</p> <p>Criterion: Annual Budget reflecting funding for the Family Center</p>	<p>06/01/2010 - Family Center funding is included in general fund accounts 10 1409 and 10 1403</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2009-10 Result</p> <p>Synthesis and Analysis: Funding for the Family Center is stable for the upcoming fiscal year. The funding is intertwined between 10 1409 Child Care Services and 10 1403 Early Childhood Education as the Family Center is the practicum site for the ECE program and provides the professional model for industry standards.</p>	
<p>IA-Family Center - Instructional Programming - Continually have faculty participate in researching, innovating, and implementing exceptional educational programs and experiences.</p> <p>Outcome Types: Learning</p> <p>Start Date: 04/10/2009</p> <p>Outcome Status: Currently Being Assessed</p>			
<p>IA-Family Center - Maintain annual State of Oregon certification - Maintain annual State of Oregon certification</p> <p>Outcome Types: Operational</p> <p>Start Date: 11/01/2009</p> <p>Completion Date:</p>		<p>04/28/2010 - Annual State Certification maintained Nove 17 2009</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2009-10 Result</p> <p>Synthesis and Analysis:</p>	

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
11/17/2009 Outcome Status: Annual Report		<p>The Family Center maintained state certification and excellence in all areas. This certification was used as preparation for NAEYC accreditation visit.</p> <p>09/16/2009 - Fire inspection passed 09/09. Result Type: On Schedule Result Year / Status: 2009-10 Result Synthesis and Analysis: This inspection is a prerequisite for state certification annually.</p>	
IA-Family Center - Maintain NAEYC Accreditation - Maintain NAEYC Accreditation Outcome Types: Operational Start Date: 09/30/2009 Completion Date: 02/23/2010 Outcome Status: Complete	Task: Laurie Potts Criteria and Timeline for Success: NA Means of Assessment: application submitted September 30, 2009 Task Status: In-Progress	04/28/2010 - NAEYC accreditation was granted after site visit on Feb 23 2010. The Center received 100% in all areas with the exception of observable curriculum in the children's classroom as it was "share day" during the observation visit and our specific curriculum was not observed in presentation. 80% was scored for observable child curriculum. Result Type: Criterion Met Result Year / Status: 2009-10 Result Synthesis and Analysis: All preparations synthesized to document and showcase the quality of the programming at the Family Center. Based on the NAEYC accreditation, we will seek to maintain budget support for all	

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
		<p>accreditation costs in the future.</p> <p>Related Documents:</p> <p>NAEYC Accreditation Decision.pdf</p> <p>NAEYC Certificate.pdf</p>	
<p>IA-Family Center - Review Year Reports - Review Year Unit Assessment Overview and Summary Reports</p> <p>Outcome Types: Review Year Summary Report</p> <p>Start Date: 07/01/2008</p> <p>Outcome Status: Review Year Report</p>	<p>Assessment Method: 2008-09 Unit Review Year Summary Report</p>		
<p>IA-Family Center - Annual Strategic Plan Reports - Unit Annual Strategic Plan Summary Reports</p> <p>Outcome Types: Annual Plan Summary Report</p> <p>Start Date: 07/01/2009</p> <p>Outcome Status: Annual Report</p>	<p>Assessment Method: 2009-10 Unit Annual Strategic Plan Summary Report</p> <p>Assessment Method: 2010-11 Unit Annual Strategic Plan Summary Report</p>		

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Southwestern Oregon Community College

ITS-Institutional Research

Mission Unit: To support the college mission and Strategic Plan by developing, coordinating, and supporting the use of data information for data-driven decisions to improve and enhance learning opportunities and experiences.

Review Year: 2010-11

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
ITS-Institutional Research - Quality Surveys - Provide access and support for staff to participate in, develop and deploy quality surveys to support institutional effectiveness, program, unit and student learning outcomes assessment. Outcome Types: Operational Start Date: 10/15/2008 Outcome Status: Currently Being Assessed	Assessment Method: Staff Satisfaction and Opinion Survey Assessment Method Category: Survey - Institutional Criterion: 90% of respondents will average a 4 rating on a 5 point scale	02/08/2010 - 2009-10 ITS survey to assess this objective. Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: Refer to 2009-10 results	
		10/28/2009 - Incorporating survey into the ITS annual survey. Results available for 2009.10 Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: Deferred to 2009-10	11/20/2009 - ITS Survey to be deployed in 2009-10 and will include new questions related to IR. <hr/>
	Task: Staff Development training: Survey Software Description: Develop and train staff on the functionality and operation of the survey software to support insitutional effectiveness reporting and outcome means of assessment tools. Means of Assessment: All staff trained on survey software. Ongoing training for new staff. Criteria and Timeline for Success: All staff initially trained by September 2009. Task Status: In-Progress	10/20/2009 - One-on-one training has occurred. Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: Training occurs one-on-one as staff need to develop surveys. Anticipated Summer 2010 In-service training item.	10/20/2009 - Schedule full staff training for summer 2010. <hr/>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
ITS-Institutional Research - Institutional Effectiveness Reporting - Produce quality written, visual and web-based reports and information communicating the effectiveness of the institution Outcome Types: Operational Start Date: 10/15/2008 Outcome Status: Currently Being Assessed	Assessment Method: Staff and Board Satisfaction and Opinion Survey Assessment Method Category: Survey - Institutional Criterion: 90% of respondents will average a 4 rating on a 5 point scale	02/08/2010 - Deferred to 2009-10 Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: Deferred	
		10/28/2009 - Survey being incorporated into the ITS annual survey. Scheduled for 2009-10. Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: Deferred to 2009-10	
	Task: Measures of Achievement Online Description: Develop and produce new measures of institutional achievement for online access to information which are aligned with the strategies and tasks of the units, state reporting, federal reporting and accreditation requirements. Means of Assessment: Completion of initial deployment of dashboard. Completion of enhancement of dashboard. Criteria and Timeline for Success: Initial deployment of dashboard measures: October 2008 Enhancement of dashboard measures: February 2009 Ongoing continual improvement. Task Status: Completed	10/20/2009 - Measures of Achievement are online as of summer 2009. Result Type: Achieved Result Year / Status: 2008-09 Result Synthesis and Analysis: Measures of Achievement are online - IR website. Continual improvement of website and reporting will occur.	
		02/10/2009 - New Measures submitted to Executive Team for approval. Scheduled for the March Board Meeting. Result Type: On Schedule Result Year / Status: 2008-09 Result Synthesis and Analysis: New measures created that are aligned with Accreditation requirements, federal & state reporting as well as grant requirements. Schedule of reporting established based on availability of data.	05/06/2009 - Measures presented to the Board and reports being produced based on the schedule. Refer to document located in MIE folder entitled Measures of Achievement. Implementation Status: 05/06/2009 - Implemented beginning with the March 2009 Board meeting

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
			<p>02/10/2009 - Adjust timeline for March 2009; make presentation to the Board</p> <p>Implementation Status: 02/10/2009 - Presentation at Board Meeting</p>
	<p>Task: Staff development training - Informer</p> <p>Description: Train all staff to use informer to extract data to support decisions, measures of institutional effectiveness, outcomes/objectives measures and other reporting needs.</p> <p>Means of Assessment: All staff trained. Ongoing staff training for new hires.</p> <p>Criteria and Timeline for Success: All staff initially trained by September 2009.</p>	<p>10/20/2009 - In-service training completed August and September 2009. Ongoing training provided in the staff training center.</p> <p>Result Type: Achieved</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Training provided during summer in-service for all staff. Web 4.0 version training occurred. Currently over 180 reports converted to Informer. Ongoing training will occur.</p>	<p>10/20/2009 - Provide ongoing training for staff until all reports have been converted from colleague to informer.</p>
	<p>Task Status: Completed</p>		
		<p>05/04/2010 - Reviewed all policies and procedures for currency.</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Reviewed 10 policies and procedures. Updated 7 policies to be current with the current processes.</p>	
		<p>11/04/2009 - Provided training and support to 39 faculty and staff related to assessment and accreditation outcomes and objectives.</p> <p>Result Type: Achieved</p>	<p>11/04/2009 - Provide continued training in November.</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
		Result Year / Status: 2008-09 Result Synthesis and Analysis: Training feedback has provided additional opportunities to enhance future training activities.	
ITS-Institutional Research - Government Report Compliance - Respond to state, federal and institutional requests for data in a timely manner providing accurate, reliable and valid information. Outcome Types: Operational Start Date: 10/15/2008 Outcome Status: Currently Being Assessed	Assessment Method: Staff Satisfaction and Opinion Survey Assessment Method Category: Survey - Institutional Criterion: 90% of respondents will average a 4 rating on a 5 point scale	10/21/2009 - Survey administered in fall 2009; awaiting results Result Type: Deferred Result Year / Status: Pending Follow-Up Synthesis and Analysis: Survey administration scheduled for fall 2009	10/28/2009 - Results returned by survey administrator; pending HR follow-up in 2009-10.
	Task: IPEDS Business Services Reporting Description: Support Business Services to use colleague reporting to report IPEDS required data elements and reducing the need for customized reports. Means of Assessment: Full utilization of colleague to process IPEDS reporting required for finance reporting. Criteria and Timeline for Success: Completion April 2010		
	Task: IPEDS Colleague Reporting - IR Description: Fully develop colleague reports to accurately produce data for IPEDS reporting for institutional characteristics, completions and enrollment data. Means of Assessment: Colleague reports fully operational. Criteria and Timeline for Success:		

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
	<p>April 2010</p> <p>Task: IPEDS Human Resources Colleague</p> <p>Description: Work with Human Resources to develop IPEDS reporting through the colleague system reports to reduce the need for customized reporting.</p> <p>Means of Assessment: Completion of IPEDS colleague reporting process.</p> <p>Criteria and Timeline for Success: January 2010</p> <p>Task Status: In-Progress</p>	<p>02/10/2009 - IPEDS HR Report operational as of February 2010; piloted in February 2009 with success.</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2009-10 Result</p> <p>Synthesis and Analysis: HR IPEDS reporting utilizing Colleague processes were used for the Winter 2009 IPEDS Human Resources collection. HR will address any further requirements to refine and enhance the process.</p>	<p>02/10/2009 - Tested 2009; operational for 2010</p> <p>Implementation Status: 05/06/2009 - Implemented Winter 2009 IPEDS collection</p>
<p>ITS-Institutional Research - Review Year Reports - Review Year Unit Assessment Overview and Summary Reports</p> <p>Outcome Types: Review Year Summary Report</p> <p>Start Date: 07/01/2008</p> <p>Outcome Status: Review Year Report</p>	<p>Assessment Method: 2008-09 Unit Review Year Summary Report</p>	<p>04/26/2010 - Assessment activities were the main focus for 2008-09. TracDat software and training occurred during fall and winter with closing the loop training during spring. Surveys for the ITS area will be incorporated into the ITS annual survey beginning 2009-10 as part of the organizational structure changes. Federal and state reports were all filed timely and accurately. Development of the data warehouse for internal reporting was initiated.</p> <p>Result Type: Review Year Report</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Assessment taskforce will be meeting to develop guidelines and training materials. Communication to staff continues to be an area that needs enhancement to better support staff in the assessment area. Refinement of process and procedures need to be considered to better serve staff.</p>	<p>04/26/2010 - Data warehouse to be upgraded for SQL migration and linking of fields from multiple files allowing for enhanced reporting capabilities: project to last the next two year; develop training website and program for staff to provide resources and tools to assist them in performing their duties over the next two years. Federal reporting requirements are upgraded each year and compliance with all new regulations is mandatory - continue to develop mechanisms to operate efficiently using electronic methods. Assessment guidelines and support for staff are a key area for IR to provide information, data and training.</p> <p>Resources Needed: Training materials</p> <p>Budget: Funds Needed:</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
			2000.0000 Review Year Report Only: Internal External Trends: Federal regulation changes for reporting and state reporting requirements must be incorporated into processes to meet compliance requirements. Staff continue to ask for training and technical skills support. Assessment and use of data is an area that needs further development and support.
	Assessment Method: 2011-12 Unit Review Year Summary Report	03/12/2010 - enter review year results; one liner about the overall effectiveness of the unit Result Type: Review Year Report Result Year / Status: 2008-09 Result Synthesis and Analysis: enter the analysis of the overall review of all assessments in preparation for the use of results section of the report.	03/12/2010 - enter the improvement plan here, any changes planned also go here Resources Needed: enter any resources needed Budget: Funds Needed: 50.0000 Annual Plan Summary Report Only: Accomplishments: not used - only for the annual plan summary report Review Year Report Only: Internal External Trends: enter the internal and external trends that have impacted the program/unit during the review period; enter any other information important to the review of the program/unit
	Assessment Method: 2014-15 Unit Review Year Summary Report		
ITS-Institutional Research - Annual Strategic Plan Reports - Unit Annual Strategic Plan	Assessment Method: 2010-11 Unit Annual Strategic Plan		

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Summary Reports	Report		
Outcome Types: Annual Plan Summary Report Start Date: 07/01/2008 Outcome Status: Annual Report			

UR: Assessment Results

Southwestern Oregon Community College

IA-Library

Mission Unit: Develop collections and services that support the educational programs of the college and help students achieve their goals.

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>IA-Library - Access to Digital Resources - Offer a range of digital resources to fulfill instructional needs of SOCC stakeholders.</p> <p>Outcome Types: Annual Plan Summary Report</p> <p>Start Date: 01/23/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Annual user satisfaction survey</p> <p>Assessment Method Category: Survey - Institutional</p> <p>Criterion: 75% or more of survey respondents will select satisfied or highly satisfied in regard to electronic resources.</p>	<p>10/27/2009 - 85% responded satisfied or highly satisfied to the question: Are the library collections adequate to meet your needs: electronic resources? Average of 4.31 on a 5 point scale.</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: 187 users completed the survey. Electronic resources are exceeding the desired user satisfaction level. Electronic resources had the highest level of satisfaction of all resources. Library staff will continue to maintain and search for electronic resources that meet constituent needs. Changing in state funding will require that SOCC take on a larger share of the cost for electronic resources.</p>	<p>06/01/2010 - These results indicated a high level of satisfaction with electronic resources. In September 2009 many new electronic databases became available due to changes in the Statewide Database Licensing Agreement. We have made these available on the library web page and included new resources in library instruction.</p> <p>Resources Needed: Electronic resources (database subscriptions) vary greatly in price. They renew on an annual basis. To maintain specialized periodical database subscriptions (e.g. CINAHL for the Nursing program) we have to budget for projected costs. We are adding virtual reference sources to meet the needs of elearning.</p> <p>Budget: Funds Needed: 33000.0000</p> <p>Annual Plan Summary Report Only: Accomplishments: High level of user satisfaction with electronic resources available.</p> <hr/> <p>04/13/2010 - Budget request increased to support continued migration toward electronic resources (e-books and subscription databases). Usage reports show</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
			<p>continued expansion in terms of search and retrieval from these products.</p> <p>Resources Needed: Additional funding for next fiscal year for 10-2102-54709 (electronic resources) \$15,000. Budget: Funds Needed: 33000.0000</p>
	<p>Assessment Method: Compare year to year usage data for electronic databases. Assessment Method Category: Unit Reports Criterion: Increase usage by 10% from 2007-2008 to 2008-2009</p>	<p>10/27/2009 - Usage as measured by total number of electronic database searches reveals a 58% increase 08-09. Searches in 07-08 - 21,407 Searches in 08-09 - 33,855 Result Type: Criterion Met Result Year / Status: 2008-09 Result Synthesis and Analysis: Electronic resource usage increased dramatically from 07-08 to 08-09 it is vital that adequate fiscal resources are allocated to continue to provide the level of electronic resources necessary to meet the demand.</p>	<p>04/13/2010 - Budget request increased to support continued migration toward electronic resources (e-books and subscription databases). Usage reports show continued expansion in terms of search and retrieval from these products.</p> <p>Resources Needed: Additional funding for next fiscal year for 10-2102-54709 (electronic resources) \$15,000. Budget: Funds Needed: 33000.0000</p>
<p>IA-Library - Access for E-Learning Users - Provide resources that support all institutional programs and services Outcome Types: Operational Start Date: 01/23/2009 Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: Review ACRL Standards for E-Learning Library Services, Identify key elements for strategic planning and determine impact on operational budget. Assessment Method Category: Self-Evaluation Criterion: A completed strategic plan related to E-learning library services that conforms to</p>	<p>04/13/2010 - Revised standards approved by NWCCU in January 2010. Standard 2 requires documentation of the adequacy of resources and capacity ...to achieve intended outcomes of programs and service, wherever offered and however delivered. Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis:</p>	<p>10/27/2009 - Upon receipt of revised standards the library director will convene a committee to develop the strategic plan.</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
	the elements of the revised standards for NWCCU.	The library director will work with the Assistant Dean of Learning to develop a coordinated strategic plan for E-learning library services.	
<p>IA-Library - Relevant holdings - Ensure periodical holdings are appropriate in level of currency, depth, and breadth to support instructional programs.</p> <p>Outcome Types: Operational</p> <p>Start Date: 01/23/2009</p> <p>Outcome Status: Currently Being Assessed</p>	<p>Assessment Method: faculty survey</p> <p>Assessment Method Category: Survey - Institutional</p> <p>Criterion: Revise and update periodical subscription lists based on annual faculty feedback.</p>	<p>06/01/2010 - Faculty survey in Spring term led to cancellation of titles on the print subscription list based on perceived value for instructional and professional use.</p> <p>Result Type: Annual Report</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Annual survey of faculty is an important tool to assure that print and electronic subscriptions are meeting instructional needs for college programs of instruction. The addition of a number of full-text databases (statewide database licensing and SOCC funded licenses) expands accessible resources for students and staff.</p> <hr/> <p>10/27/2009 - Spring 2009 faculty had opportunity to review current subscription lists and make suggestions for additions or non-renewal.</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: As a result of faculty feedback the renewal list was updated and submitted, resulting in fewer periodical titles for 2009-2010.</p>	<p>06/01/2010 - Print and electronic subscriptions are meeting instructional needs for college programs of instruction. The addition of a number of full-text databases (statewide database licensing and SOCC funded licenses) expands accessible resources for students and staff.</p> <p>Annual Plan Summary Report Only: Accomplishments: The current level of funding is adequate to support subscriptions and make them accessible in print and/or electronically.</p> <hr/> <p>06/01/2010 - Subscription list review and faculty survey were used to modify the subscription list. Several subscriptions were cancelled and reduced the total cost of print subscriptions for the next year.</p> <p>Resources Needed: The Ebsco annual subscription invoice is a substantial budget item for the library. Subscription costs generally increase year to year. Libraries generally budget 7% cost for inflation.</p> <p>Annual Plan Summary Report Only: Accomplishments:</p>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
			<p>Subscription costs have been controlled by careful analysis of usage and consideration of faculty instructional needs.</p> <hr/> <p>04/13/2010 - Library staff edited the renewal list to reflect faculty input for the 2009-2010 renewal of print subscriptions in support instructional programs.</p> <p>Resources Needed: No additional funds are required. The goal is to maintain but not expand the number of print periodicals.</p> <hr/>
<p>IA-Library - Review Year Reports - Review Year Unit Assessment Overview and Summary Reports</p> <p>Outcome Types: Review Year Summary Report</p> <p>Start Date: 07/01/2008</p> <p>Outcome Status: Review Year Report</p>	<p>Assessment Method: 2008-09 Unit Review Year Summary Report</p>	<p>04/13/2010 - During this assessment period we noted high levels of satisfaction with subscription-based electronic resources (databases) and a substantial increase in usage in specific databases related to instructional programs of the college. Faculty provided feedback about the print periodicals and that information was used to modify the subscription list and holdings. We deferred planning for anticipated changes in Accreditation requirements because the NWCCU has not completed the Standards Revision project. The library is meeting the overarching goal of providing collections and services that support the educational programs of the college.</p> <p>Result Type: Review Year Report</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: The library strives to improve the availability of electronic resources and</p>	

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
		<p>services. Toward that end, we monitor usage and user satisfaction, ease of use and cost per transaction for subscription-based electronic resources. Although there are clear advantages to "anywhere, anytime" availability of these resources, we are cognizant of the costs and presumed accessibility of these resources. In a rural county with many low income residents, the infrastructure that supports accessibility is not evenly distributed. Continuous improvement in the availability of digital resources may require additional funding as consortial agreements change.</p>	
IA-Library - Annual Stratetgic Plan Reports - Unit Annual Strategic Plan Summary Outcome Types: Annual Plan Summary Report Start Date: 07/01/2009 Outcome Status: Annual Report	Assessment Method: 2009-10 Unit Annual Strategic Plan Summary Report		
	Assessment Method: 2010-11 Unit Annual Strategic Plan Summary Report		

UR: Assessment Results

Southwestern Oregon Community College

SS-Recreation Center

Mission Unit: To provide students, staff, and faculty with engaging opportunities that promote a positive, balanced, healthy lifestyle in an environment that is safe, clean, stimulating, challenging, and inviting.

Review Year: 2011-12

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
SS-Recreation Center - Provide Access - Provide access to quality services at the Recreation Center Outcome Types: Operational Start Date: 10/20/2008 Completion Date: 04/30/2010 Outcome Status: Complete	Assessment Method: Recreation Center Satisfaction and Opinion Survey Assessment Method Category: Survey - Institutional Criterion: Average of 3.5 on a 5 point scale	04/30/2010 - Basic written survey did not follow established criterion. Result Type: Deferred Result Year / Status: 2008-09 Result Synthesis and Analysis: Demonstrates percentage of people achieving certain goals, as well as info regarding the usage of the facility and desired activities. Future surveys will offer at least some questions on a 5 point scale to provide more measureable results. Related Documents: SELF PACED FITNESS SURVEY RESULTS 2008-09.doc 10/23/2009 - The Rec Center has been deferred to focus on high priority tasks in my other position in College Advancement, such as the new Curry Campus. Result Type: Deferred Result Year / Status: Pending Follow-Up Synthesis and Analysis: None	05/07/2010 - Future surveys will establish quantitative questions that allow both a benchmark and ongoing comparative results. Resources Needed: None needed.
SS-Recreation Center - Support Student Development Opportunities - Support student development opportunities through recreation center activities and operations	Assessment Method: Event Activity Assessment Method Category: Self-Evaluation Criterion:	04/30/2010 - Offered at least 13 activities over course of year. Result Type: Criterion Met Result Year / Status:	05/07/2010 - With less staff (i.e., Director at half time), the number of activities may be reduced in the future. However, it is expected that the facility will continue to

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
Outcome Types: Operational Start Date: 04/23/2009 Completion Date: 04/30/2010 Outcome Status: Complete	Offer at least 3 main activities per year	2008-09 Result Synthesis and Analysis: The Recreation Center is tasked with offered student programming each term. During 2008-09, the Recreation Center offered many activities, including: New Student Orientation activities, ping pong events, Wii competitions, volleyball open gym, basketball open gym, Flag Football league, Basketball League, Basketball tournament, a walking contest, a partnership with others on a "Biggest Loser" contest, open climbing wall hours, a canoeing event, and a new outdoor equipment checkout/rental program.	offer 1-2 activities for students and/or employees Fall through Spring. <hr/>
		10/23/2009 - The Rec Center will offer a Basketball league during Winter Term 2010. Result Type: On Schedule Result Year / Status: 2008-09 Result Synthesis and Analysis: The last two year's, Intramural Basketball attracted 6 teams and was the most popular sport on campus.	
		10/23/2009 - Rec Center offered Flag Football during fall term. Result Type: On Schedule Result Year / Status: 2008-09 Result Synthesis and Analysis: Fall Term 2009 Flag Football attracted a record 9 teams, more than double the number that played in the last two leagues.	
SS-Recreation Center - Review Year Reports - Review Year Unit Assessment	Assessment Method: 2008-09 Unit Review Year Summary Report	04/30/2010 - Provide written summary report of Recreation Center covering 2008-09, plus details	

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
<p>and Summary Reports</p> <p>Outcome Types: Review Year Summary Report</p> <p>Start Date: 07/01/2008</p> <p>Completion Date: 04/30/2010</p> <p>Outcome Status: Complete</p>		<p>all the way back to 2006 when facility opened.</p> <p>Result Type: Criterion Met</p> <p>Result Year / Status: 2008-09 Result</p> <p>Synthesis and Analysis: Recreation Center 2008-09 Assessment Report Summary</p> <p>Create general facility rules and procedures, including topics like hours, use by students/employees/community, age policy, room schedules/rules/procedures, conduct rules, and sanitation procedures. Worked with Human Resources to complete staffing pending budget changes and need to operate climbing wall. Purchased equipment and created check-out procedures. Worked closely with Information Technology to write programs and purchase check-in software. As a result, Super Circuit is now tracked automatically.</p> <p>Created Self Paced Fitness for people wanting to use the Recreation Center when not already registered in a credit class. The pace in registrations has steadily grown to about \$50-60,000 a year. Increased attention was put on offering intramural and other programming for students, employees, and others visiting the Recreation Center, leading to at least 13 activities throughout course of year. Our managers have worked with those responsible with risk management to try to alleviate many of our concerns and/or liabilities with the facility. We also developed a registration reconciliation process for funds processed through the Recreation Center.</p> <p>Related Documents: Recreation Center 2008-09</p>	<p>05/07/2010 - The expectation is to try to maintain the service and activities offered at the Recreation Center with less staff, noting the Director position was split in November of 2009. Provide at least 1-2 activities a term and maintain Self Paced Registrations at at least a \$50,000 level during an economically depressed time period. Tweak procedures as needed.</p> <hr/>

Outcomes	Means of Assessment & Criteria / Tasks	Results	Use of Results & Implementation Status
		Report.docx	
SS-Recreation Center - Annual Strategic Plan Reports - Unit Annual Strategic Plan Summary Reports	Assessment Method: 2009-10 Unit Annual Strategic Plan Summary Report		
Outcome Types: Annual Plan Summary Report	Assessment Method: 2010-11 Unit Annual Strategic Plan Summary Report		
Start Date: 07/01/2009			
Outcome Status: Annual Report			

Appendix B

Rotation Schedules of Program Review and Unit Assessment

Instructional Units: Program Review Year Schedule 2010-2014

Southwestern Oregon Community College
Four Year Program Review Schedule

Degree/Certificate/Area (Program)	Responsible Faculty/Staff	2010-11	2011-12	2012-13	2013-14
AAOT General	Academic Affairs/Senate		X		
ASOT-Business	Academic Affairs/Senate		X		
AS General	Academic Affairs/Senate		X		
AAS General	Academic Affairs/Senate				X
AGS General	Academic Affairs/Senate				X
FOUND and GEN ED Speech/Oral Communication		X			
FOUND and GEN ED Writing		X			
FOUND Cultural Literacy				X	
FOUND Information Literacy				X	
RI Human Relations		X			
RI Communication		X			
ASOT Computer Applications ASOT					X
AAS Computer Literacy					X
DISC and DIST Arts & Letters	Art	X			
DISC and DIST Arts & Letters	Journalism	X			
DISC and DIST Arts & Letters	Literature	X			
DISC and DIST Arts & Letters	Music	X			
DISC and DIST Arts & Letters	Theater	X			
DISC and DIST Arts & Letters	Foreign Language	X			
DISC and DIST Arts & Letters	Sign Language	X			
DISC and DIST Arts & Letters	Humanities	X			
DISC and DIST Arts & Letters	Philosophy	X			
DISC and DIST Social Science	Anthropology			X	
DISC and DIST Social Science	History			X	
DISC and DIST Social Science	Political Science			X	
DISC and DIST Social Science	Psychology			X	
DISC and DIST Social Science	Sociology			X	
DISC and DIST Social Science	Women's Studies			X	
DISC and DIST Social Science	Criminal Justice	X			
DISC and DIST Social Science	Education			X	
DISC and DIST Social Science	Geography			X	
AAS Administrative Office Professional	AOP	X			
Administrative Office Professional - 1 Yr Cert	Bookkeeping Clerical	X			
Administrative Office Professional - 1 Yr Cert	Clerical	X			
Administrative Office Professional- 1 Yr cert	Office Receptionist	X			
AAS Business	Business Mangement/Entrepreneurship			X	

Southwestern Oregon Community College
Four Year Program Review Schedule

Degree/Certificate/Area (Program)	Responsible Faculty/Staff	2010-11	2011-12	2012-13	2013-14
AAS Business - Acctg Option	Management/Entrepreneurship: Accounting			X	
AAS Business	Accounting			X	
AAS Business	Supervision			X	
AAS Business	Marketing			X	
Business - 1 Yr Cert	Retail Certificate			X	
Childhood Education & Family Studies	Early Childhood		X		
Childhood Education & Family Studies	Education		X		
Childhood Education & Family Studies	Paraeducator/Educational Assistant		X		
Childhood Education & Family Studies	Infant Toddler		X		
Computer Information Systems	Computer Information Systems				X
Computer Information Systems	CCENT Certification Prep				X
Computer Information Systems	CCNA Certification Prep				X
Computer Information Systems	Network Management				X
Computer Information Systems	Software Support				X
Computer Information Systems	Website Fundamentals				X
Computer Information Systems	Technical Support				X
AAS Computer Information Systems	CIS Health Informatics				X
Criminal Justice - 1 Yr Cert	Juvenile Corrections	X			
AAS Culinary Institute	Culinary Art				X
AAS Culinary Institute	Baking and Pastry				X
AAS Welding	Welding and Fabrication			X	
Welding -1 Yr Cert	Welding and Fabrication			X	
Welding - Less than 1 Yr	Welding Assistant			X	
FOUND Health, Wellness and Fitness	Health and Wellness	X			
FOUND Mathematics	Mathematics	X			
RI Computation	Mathematics	X			
DIST Science ASOT-Bus	Sciences				
DISC and DIST Math Science Computer Science	Biology		X		
DISC and DIST Math Science Computer Science	Chemistry		X		
DISC and DIST Math Science Computer Science	Engineering		X		
DISC and DIST Math Science Computer Science	General Science		X		
DISC and DIST Math Science Computer Science	Geology		X		
DISC and DIST Math Science Computer Science	Mathematics		X		
DISC and DIST Math Science Computer Science	Physics		X		
Allied Health - Course	BNA	X			

Southwestern Oregon Community College
Four Year Program Review Schedule

Degree/Certificate/Area (Program)	Responsible Faculty/Staff	2010-11	2011-12	2012-13	2013-14
Allied Health - 3 Courses	CNA-2	X			
AAS Allied Health	Medical Assistant	X			
Allied Health - 1 Yr Cert	Medical Clerical	X			
Allied Health - 1 Yr Cert	Medical Aide	X			
Allied Health - 1 Year Certif	Pharmacy Technician	X			
Allied Health - 1 Year Certif	Phlebotomy	X			
Allied Health - 1 Year Certif	Rural Health Care Aide	X			
Athletic Training, Health & Physical Education - 1 Yr Cert	Personal Trainer/Aging Adult	X			
Athletic Training, Health & Physical Education - 1 Yr Cert	Personal Trainer/Group Exercise Leader	X			
AAS Emergency Services Training Programs	EMT-Paramedic			X	
AAS Emergency Services Training Programs	Fire Science			X	
Emergency Services Training Programs - 1 Year Certif	Fire Science I			X	
Emergency Services Training Programs - 1 Year Certif	Fire Science II			X	
AAS Nursing (OSBN Nov. 13-16) - Due Feb. 2012 or later	Nursing		X		
IA Family Center	Laurie Potts		X		
IA eLearning	Sharon Smith		X		
IA Teaching and Learning Center	Katie Paulson		X		
IA Library	Sharon Smith				X
IA ABE/GED	Pat Parker		X		
IA EL Civics	Pat Parker		X		
IA DOC SUMMIT Shutter Creek	Bonnie Maxwell		X		
IA Skills Center	Pat Parker		X		
IA Tutoring and Reading	Sharon Miller		X		
IA Business Development Center	Arlene Soto			X	
IA Community Education	Karen Helland		X		
IA Workforce Development	Karen Helland		X		

**Administrative and Educational Support (AES) Units – Non-Instructional Related
Program Review Year Schedule 2010-2013**

Area	Review Year
AS-Administrative Supervision	2011-12
AS-Athletics	2011-12
AS-Bookstore	2009-10
AS-Business Services	2011-12
AS-Campus Safety	2010-11
AS-Dining Services	2009-10
AS-Human Resources	2010-11
AS-Mail and Print Services	2010-11
AS-OCCI Administration	2009-10
AS-Plant Services	2009-10
AS-Student Housing	2011-12
CC-Curry County	2010-11
EM-Admissions/Recruiting	2010-11
EM-Financial Aid	2011-12
EM-International Students	2011-12
EM-Student Activities & Events/ASG	2009-10
EM-Student First Stop	2012-13
ESPS-Advising and Orientation	2011-12
ESPS-Cooperative Work Experience and Career	2011-12
ESPS-Counseling and Testing	2012-13
ESPS-Disability Services	2010-11
ESPS-Student Support Services SSS TRIO	2010-11
ITS-Institutional Research	2010-11
ITS-Integrated Technology	2009-10
ITS-Lab and Classroom Technology	2011-12
PRES -Presidential Supervision	2012-13
PRES-College Advancement	2011-12
PRES-Foundation	2010-11
SS-Recreation Center	2011-12
SS-Talent Search/UB/Gear Up	2010-11
WCD-Community Education	2011-12
WCD-Workforce Development	2011-12

Appendix C
Institutional Effectiveness and Assessment Guidelines Handbook



Southwestern Oregon Community College
Institutional Effectiveness, Planning and Assessment Handbook

Developed by the Institutional Effectiveness and Assessment Taskforce
June 2010

The charge of the taskforce was to develop the processes and guidelines designed to demonstrate the effectiveness of programs and services at Southwestern Oregon Community College as determined on October 20, 2009

Purpose: The purpose of the taskforce is to:

1. Develop the processes designed to demonstrate the effectiveness of programs and services;
2. Develop the guidelines and framework for assessment of programs and services;
3. Propose institutional standards of achievement for programs and services;
4. Serve as a resource for faculty and staff in determining assessment methods and tools;
5. Propose how general student learning outcomes are assessed and how the use of those results will be used across programs and disciplines to improve the overall student learning experience;
6. Enhance communication and encourage the sharing of information, ideas, and solutions among committee members and departments at Southwestern to promote innovation, continuous improvement, assessment activities and research;
7. Collaborate with the Administration of Southwestern and the Faculty Senate Assessment, Planning & Budget Committee to establish and maintain effective communication channels among the team and staff at Southwestern as one component of Accreditation;
8. Contribute to the improvement of processes to provide faculty and staff with the resources necessary to support teaching and learning.

Activities: The team will pursue its purposes by undertaking appropriate activities chosen by the membership and recommended by the Administration. Activities specifically included are:

1. Regular meetings for the sharing of information among team members in order to find solutions, establish procedures, and maintain quality activities associated with assessment, research, continuous improvement, innovation and institutional effectiveness.
2. Create and use sub-committees to carry out specific implementations and special projects as needed by the team.
3. Establish and maintain shared resources for mutual support among faculty and staff at Southwestern.
4. Identify emerging trends and establish best practices in the areas of assessment, research, continuous improvement, and innovation.
5. Create an Institutional Effectiveness and Assessment Draft Handbook recommending the processes and guidelines to the Planning Council.

Taskforce met from October 23, 2009 to June 7, 2010.

Oversight committee will meet the first Tuesday of every month beginning November 1, 2010.

Institutional Effectiveness and Assessment Taskforce

Robin Bunnell, Administration Co-Chair

Joy Parker, Faculty Co-Chair

James Fritz, Faculty

Kim Hyatt, Administration

Linda Kridelbaugh, Administration

Val Martinez, Administration

Makayla Pedey, Classified Staff

Pat Parker, Faculty

Lori Teribery, Classified Staff

Karen Whitson, Classified Staff

Introduction

Increasing demands for accountability has been one of the defining characteristics of postsecondary education in the 1990s. Whether at the federal level (Student Right-to-Know Act), state level (Oregon State Board of Education “Measure What You Treasure” for the community colleges), or locally (planning and budgeting, accreditation), assessing institutional effectiveness and educational offerings is an ongoing challenge.

This document serves as Southwestern Oregon Community College’s (Southwestern) continuing efforts in this area. The Institutional Effectiveness and Assessment Task Force, co-chaired by Institutional Researcher, Robin Bunnell, and Southwestern Writing Instructor, Joy Parker, developed the guidelines through a year-long process which included faculty, classified staff, and management members. The taskforce became the Institutional Effectiveness and Assessment Oversight Committee at the beginning of the academic year 2010-11.

It is intended that this document serve as The Southwestern Institutional Effectiveness, Planning and Assessment Handbook.

The Handbook is divided into the following sections:

1. [Introduction](#): History, Purpose and Overview
2. [Institutional Effectiveness](#): Planning, Assessment, and Budgeting
3. [Planning](#)
4. [Assessment](#)
5. [Budgeting](#)
6. [Appendices](#)

Sections of the handbook are electronically linked and keywords are linked to the glossary to easily jump to definitions and sections within the handbook. The links appear as a different color and are underlined.

Section I:

Introduction: History, Purpose and Overview

History

Now, more than at any other time in the history of community colleges exists a need for accountability. In order to meet and exceed calls for local, regional, state and national accountability fully developed institutional planning and effectiveness processes are required. Inextricable ties between planning, effectiveness, and resource allocation guide College leaders through good times and times of financial difficulty. Strong planning process and demonstration of institutional effectiveness contribute to an institution's ability to maintain public trust, compliance with regional accreditation standards, and its own definition of mission fulfillment. Southwestern has taken the steps necessary to develop planning and effectiveness processes which build a culture of evidence and the confidence necessary to fulfill its mission.

Southwestern is accredited by the Northwest Commission on Colleges and Universities ([NWCCU](http://www.nwccu.org)), nationally recognized by the U.S. Department of Education and the Council for Higher Education (CHEA) as a regional authority on educational quality and institutional effectiveness of higher education institutions in the seven-state Northwest region of Alaska, Idaho, Montana, Nevada, Oregon, Utah, and Washington. The NWCCU website states:

“Regional accreditation is a process of recognizing educational institutions for performance, integrity, and quality that entitles them to the confidence of the educational community and the public ([http://www.nwccu.org/](http://www.nwccu.org) Accreditation Overview). “Regional accreditation of postsecondary institutions is a voluntary, non-governmental, self-regulatory process of quality assurance and institutional improvement. It recognizes higher education institutions for performance, integrity, and quality to merit the confidence of the educational community and the public. Accreditation or preaccreditation by a postsecondary regional accrediting agency qualifies institutions and enrolled students for access to federal funds to support teaching, research, and student financial aid” (<http://www.nwccu.org/>).

The accreditation process occurs on a seven year cycle with visits in years 3, 5 and 7. The benefits of accreditation include:

- Financial Aid Opportunities – Federal (and often state) financial aid is only available to students who enroll at a college, university, or other institution of higher learning that has been accredited by the appropriate regional or special accrediting body.
- Workplace Success – Some employers prefer or require degrees/training from accredited institutions.
- Transfer of credit to other accredited institutions - student transfer between accredited colleges and universities throughout the nation is possible because of the reciprocal agreements between the six regional accrediting agencies.
- Quality Assurance - Regional accreditation assures the public, including parents, students and the business community, that the institution adheres to standards that are based on peer evaluation, regular self-evaluation and reports, and assessment of institutional effectiveness.

Southwestern also has received specialized accreditation or program approval recognition for Culinary Arts and Baking and Pastry- ACF, Early Childhood Education Program and Degree, EMT Basic, Intermediate and Paramedic, Nursing Program, and the Transitional Education program.

Southwestern has developed a vision, a clearly defined mission, core themes, and core values that are intended to guide the college through the planning, assessment, and budgeting processes. All efforts to assess our effectiveness must be based on these founding principles.

Vision

Southwestern Leads and Inspires Lifelong Learning

Mission

Southwestern Oregon Community College serves the educational and cultural needs of our students and communities by providing access to quality education in a professional and engaging environment which supports innovation, sustainability and lifelong enrichment. Learning experiences are characterized by excellent teaching, support for student achievement and the enhancement of social and economic opportunities.

Core Themes

According to NWCCU, the accrediting body for community colleges:

A core theme is a manifestation of a fundamental aspect of institutional mission with overarching objectives that guide planning for contributing programs and services, development of capacity, application of resources to accomplish those objectives, and assessment of achievements of those objectives. Collectively, the core themes represent the institution's interpretation of its mission and translation of that interpretation into practice.

(<http://www.nwccu.org/Standards%20Review/Pages/RevisedStandards.htm>)

It is expected by NWCCU that Southwestern:

identifies core themes that individually manifest essential elements of its mission and collectively encompass its mission. . . . establishes objectives for each of its core themes and identifies meaningful, assessable, and verifiable indicators of achievement that form the basis for evaluating accomplishment of the objectives of its core themes. (NWCCU, *Standard 1.b.1, 1.b.2*, 2010)

Southwestern developed the institutional core themes in response to the new accreditation standards adopted by NWCCU in January 2010. The core themes were identified during the academic year 2009-10 through a collaborative process that included faculty, staff and management. Four core themes ([Appendix A](#)) emerged from the appreciative inquiry process which began during the fall 2009 in-service sessions and during the resulting follow-up sessions.

- 1) **Access**
Access is the pathway to learning opportunities for students and the community through support services and diverse delivery methods.
- 2) **Learning and Achievement**
Student learning and student achievement are at the core of the College mission and given the highest priority by emphasizing quality teaching; quality learning; quality course and program design; retention; persistence; completion; graduation and/or transfer.
- 3) **Innovation and Sustainability**
Innovation and sustainability are interwoven to both seize opportunities for resource development and maintain continuous improvement for a strong infrastructure of employees, technologies, and facilities.
- 4) **Community Engagement**
Community engagement is the means to build strong partnerships and provides opportunities for the community to participate in diverse activities and events.

Core Values

The core values of an organization are those values we hold which form the foundation on which we perform work and conduct ourselves. In an ever-changing world, core values are constant. Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission. The core values are the basic elements of how we go about our work. They are the practices we use every day in everything we do.

Community – Build collegiality by providing a welcoming and supportive atmosphere with respect for diversity.

Learning – Filter every decision, activity, and function through the lens of learning.

Innovation – Empower creative, progressive thinking that results in a sustainable, positive change.

Professionalism – Present ourselves with honesty and integrity working together to achieve our goals.

Stewardship – Sustainably manage our environment and fiscal resources to support our staff, students, and community.

Purpose of Institutional Effectiveness and Related Processes:

- Facilitate student success and learning
- Serve as a catalyst for positive change
- Improve the quality of teaching and learning
- Improve the quality of student support services and operational services
- Ensure that students are receiving effective instruction and achieving the standards set by programs, disciplines and course offerings
- Improve programs, disciplines and course offerings, including assessment of needs related to staff, curriculum, equipment, facilities and other resources
- Inform administrative, board and other appropriate bodies' decisions with regard to the initiation, continuation, enhancement and/or elimination of programs, disciplines and course offerings
- Respond to external accountability demands, including accreditation
- Use data for decision making and allocation of resources
- Support the ongoing commitment to a culture of continuous improvement through appropriate planning and budgeting that are derived from the assessment processes

For Whom is this Handbook Intended?

This handbook is a guide to the different processes of planning and assessment with reference to budgeting. The handbook is designed to help new staff become familiar with the processes and to guide all staff as they complete the assessment processes as part of their unit. It is intended that staff will be able to refer to this handbook for [common terms and definitions](#). Included in the handbook are the basic steps for end-users responsible for entering information into the [TracDat](#) system, software designed to meet the planning and assessment needs of Southwestern. TracDat electronically captures and stores all assessment-related processes and documents rather than having end-users create hardcopy documents or store supporting documentation on their own computers. The system provides uniform reporting across all departments and/or units. Each department and/or unit is responsible for entering and maintaining all information within the TracDat system (check with the associate dean/supervisor of the department/unit to confirm the end-user responsible for maintaining information in the system):

Unit Level – Instructional Associate Dean/Faculty and Administrative Leaders

- [Outcomes](#)
- [Means of Assessments](#)
- [Results](#)
- [Use of Results](#)
- Documentation as evidence of results
- [Program Review](#) Year Reports
- [Annual Plan Priorities](#)
- Annual Report of Accomplishments.

Reporting Unit Level – Instructional Associate Dean and Administrative Leaders

- [Goals](#) – Reporting Unit
- Results – Reporting Unit Overview
- Annual Reports – Reporting Unit Overview

Strategic Plan Level - President, Vice President and Executive Leaders

- [Annual Priorities](#)
- [Status Updates](#)

Administrative Level – Assessment Team

- [Vision](#)
- [Mission](#)
- Core Values
- [Core Themes](#)
- [Strategic Plan Goals](#)
- Yearly Plan Development
- Administrative Maintenance

What Topics are Covered?

Institutional Effectiveness and Demonstrating Achievement

[Institutional effectiveness](#) is meant to illustrate whether the college is meeting its mission and core themes as well as achieving its goals as demonstrated by a comprehensive, integrated, participatory planning and assessment process that focuses on improvement in all aspects of college operations and educational outcomes.

Standard Four: Effectiveness and Improvement of the NWCCU standards outlines the expectations related to Institutional Effectiveness:

The institution collects data related to clearly-defined indicators of achievement, analyzes those data, and forms evidence-based judgments of achievements of core theme objectives. It regularly and systematically applies clearly-defined evaluation procedures to appraise the relationship of institutional planning, resources, capacity, and practices to the objectives of its core themes; and assesses the extent to which it accomplishes those objectives and achieves the goals or intended outcomes of its programs and services. It uses assessment results to effect improvement and disseminates its findings to its constituencies. (NWCCU, *Standard Four*, 2010).

Planning

Management leads the institution from where it is now to where it would like to be in the future. The [planning process](#) is conducted in collaboration among management, faculty and classified staff to formulate a plan that is designed to achieve institutional goals with the available resources. The planning process (1) identifies the goals to be achieved at the institutional level based upon information gathered at the unit level; (2) identifies annual priorities to achieve the goals at the institutional and the unit level; (3) includes decisions on allocating resources to pursue the goals and priorities, including capital and people; and (4) implements, directs, and monitors all the steps in their proper sequence. ([Appendix B](#)).

Assessment

[Assessment](#) is a continuous process of collecting, evaluating, and using information to determine if and how well performance matches learning or service outcomes. We gather evidence of student learning; discover the degree to which courses, programs, and administrative and educational support services accomplish intended outcomes; and probe the achievement of institutional goals, core themes and mission.

Budgeting

We establish a budget document of the planned level of expenditures based on projected revenues. The [budgeting process](#) is conducted in collaboration among management, faculty, and classified staff to formulate a detailed budget for all funds at the unit level.

TracDat

[TracDat](#) is a management software system designed to provide a repository for all assessment and planning documents as well as documenting the process. It is used to manage and document the following institutional effectiveness activities at Southwestern.

- Document [Student Learning Outcomes \(SLO\)](#) and results
- Document [Administrative and Educational Support Unit Outcomes \(AESO\)](#) and results
- Document [General Education Outcomes \(GEO\)](#) and results
- Document [Degree](#) and [Certificate](#) Outcomes and results
- Manage [department and/or unit](#) annual priorities and status updates
- Manage the institutional [strategic plan goals](#) and [annual priorities](#) including [status updates](#)
- Link [reporting unit goals](#) and SLO/AESO/GEO activities to the College goals
- Access reports
- Document [Program Review](#) and use of results for all *planned* improvements
- Provide departments and/or units an opportunity to request needed funds during the [budget process](#)

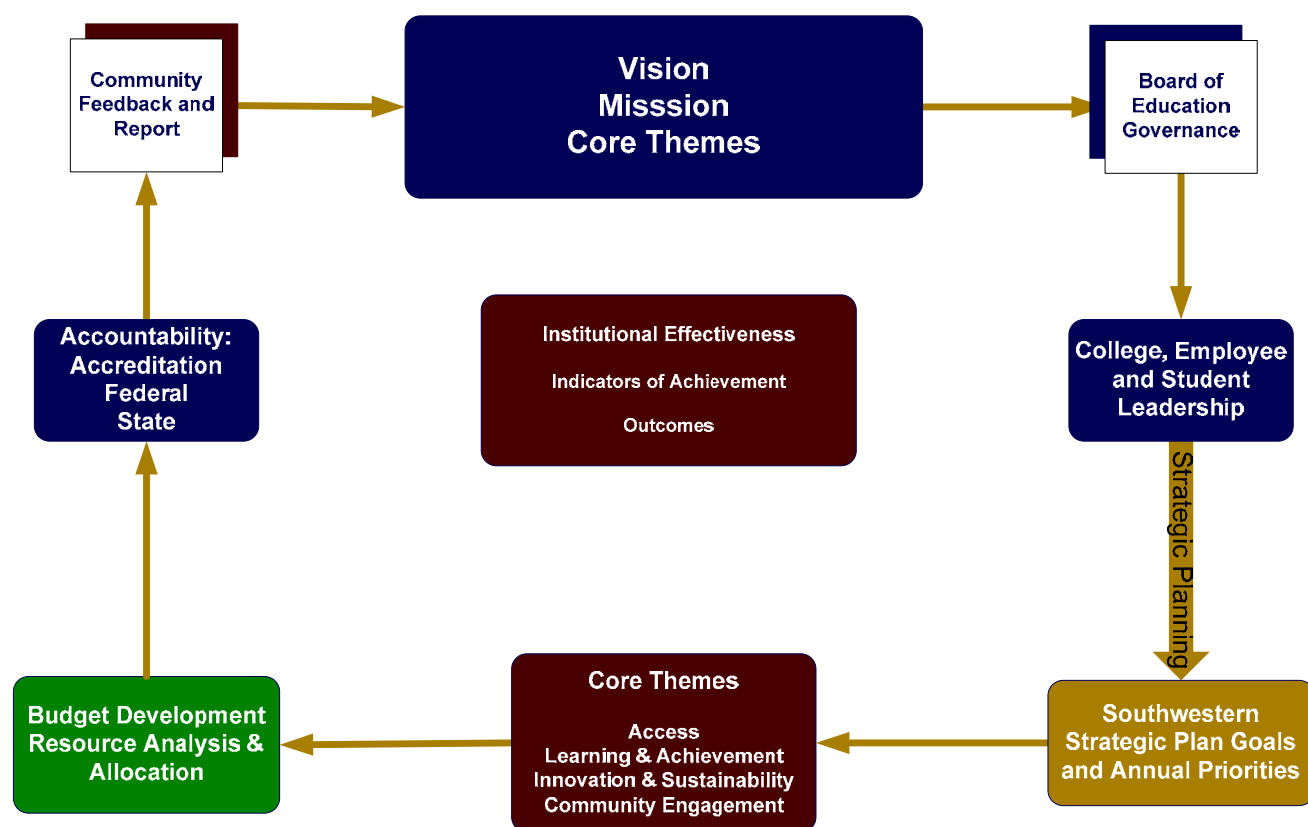
Section II

Institutional Effectiveness: Planning, Assessment, and Budgeting

As an accredited institution, Southwestern is committed to implementing a [planning](#), [assessment](#) and [effectiveness](#) process which uses available resources and produces clear evidence of student learning and excellent learner support. The institution will guide and support staff in the systematic documentation of student learning and learner support. Southwestern also disseminates such documentation to both the college community and the community at large. The following diagram is meant to illustrate the flow of work and interactions of information from the Board of Education, through the institution and out to and back from the community. A detailed integrated view of the model is illustrated in [Appendix C](#).

Institutional Effectiveness Model - Board and Community Diagram

Southwestern Oregon Community College Institutional Effectiveness



Characteristics of Institutional Effectiveness

- Collaborative (with participation and support from the board, administration, faculty, support staff, students and community)
- Ongoing (a dynamic process that is expected to evolve over time – continuous improvement)
- Impartial
- Efficient
- Data driven
- Meaningful (the value of the process is evident to the campus community)
- Accountable (those involved will hold each other accountable for following the process, making decisions and following through)
- Communicated (assessment results will be shared before any decisions, and outcomes will be communicated to stakeholders)

The College's institutional effectiveness process is an on-going, institution wide process of planning and assessment for the purpose of continuous improvement and to provide evidence that the College is effectively achieving its mission. The institutional effectiveness process at Southwestern Oregon Community College is an on-going planning—implementing—assessing cycle that is applied at every level of the College. It provides the basis for the administration to allocate resources, adapt to changes in the environment, and coordinate activities leading to fulfillment of the College mission.

Institutional Effectiveness is demonstrated through [mission fulfillment](#). Southwestern demonstrates achievement of mission fulfillment by successfully meeting the [objectives](#) of our core themes. [Objective](#) performance is measured by setting annual [target](#) levels for each core theme [indicator of achievement](#). Core themes are mapped to individual indicators of achievement and reviewed each year for applicability, annual target benchmarks, and consideration of new or deletion of indicators. [Indicators of Achievement](#) were developed to identify the individual success indicators and to set target benchmarks for which the institutional strives to annually achieve. ([Appendix D](#))

[Indicators of Achievement](#)

Indicators identified by the institution to illustrate achievement of the mission at the institutional level and reported to the Board of Education. Southwestern is committed to a practice of evaluating and assessing the effectiveness of the College. Accreditation and State standards also require the College to have in place practices to evaluate and assess the effectiveness of all programs and the administrative operations. [Indicators of Achievement](#) are one way the College demonstrates to the Accreditation agency, the State, the Board, the students, the Community and the staff institutional effectiveness.

Southwestern reported internal and external indicators supporting the College Mission through Measures of Institutional Effectiveness during the years 1994 through 2006. From January 2007 to November 2008, Southwestern and the State of Oregon individually reviewed core indicators to measure effectiveness. As a result of the Measure What You Treasure report issued by the Oregon Community Colleges and Workforce Development Commissioner Cam Preus and the alignment of existing College measures with the new State indicators and accreditation requirements, a new set of measures was proposed for consideration by the Board of Education beginning April 2009. The measures have served the college and are once again undergoing revision to meet the new accreditation standards and will be labeled [Indicators of Achievement](#) ([Appendix D](#)).

TracDat Software Structure

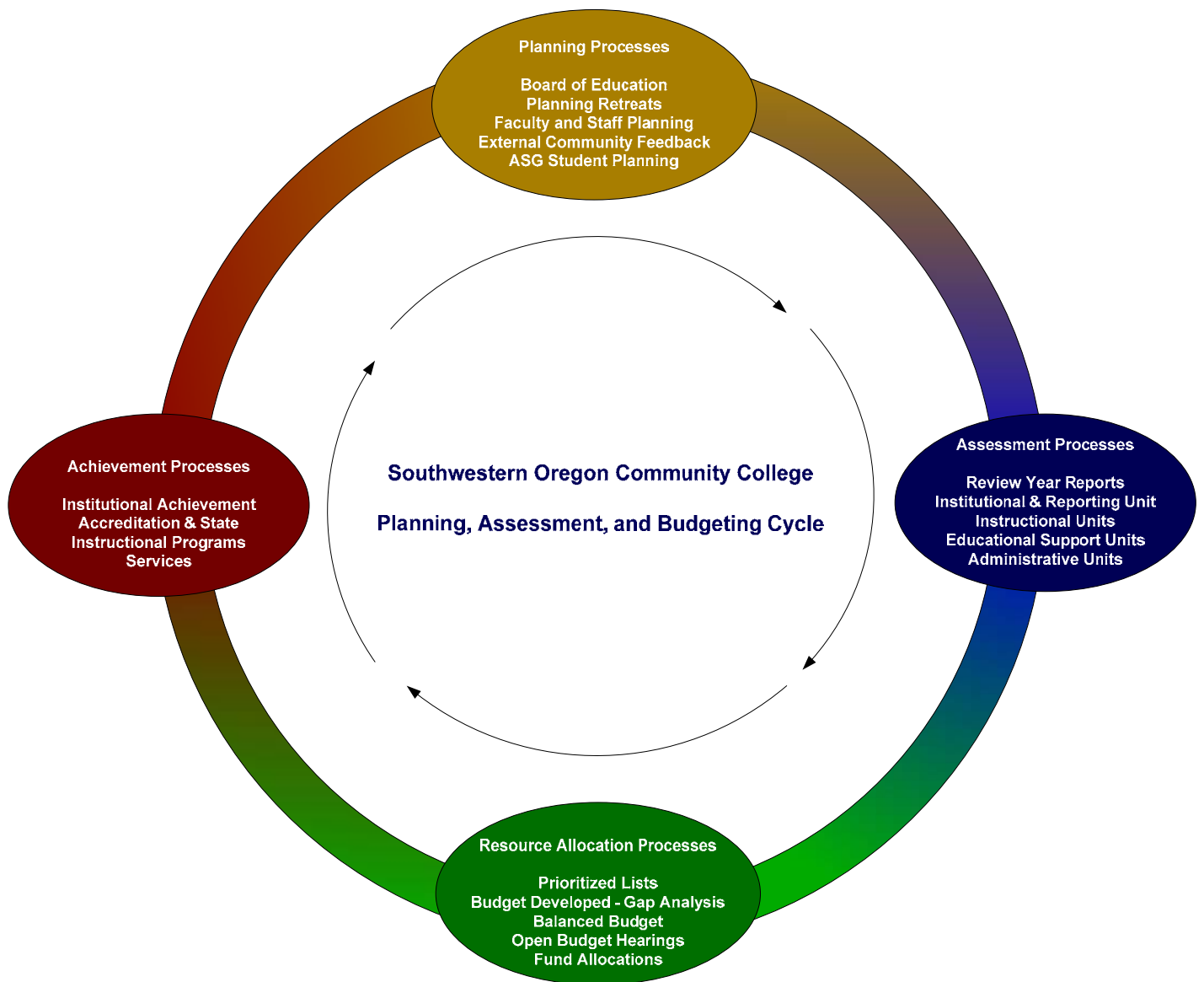
The Nichols model ([Appendix F](#)) was adopted and initial templates developed for use by faculty and staff to complete the development of outcomes, means of assessment and criteria for success by all instructional and administrative/educational support units and the information was then entered into the TracDat software providing ease of tracking, centralization of data, and templates for reporting results and use of results. All future entries will be made directly into the software system. These will be easily completed through assignments that allow staff to respond to an email link and directly add data to templates which automatically update the data system. TracDat quick-entry steps are included in each section of the handbook. Further instructions and templates are located in [Appendix E](#).

Planning, Assessment and Budgeting

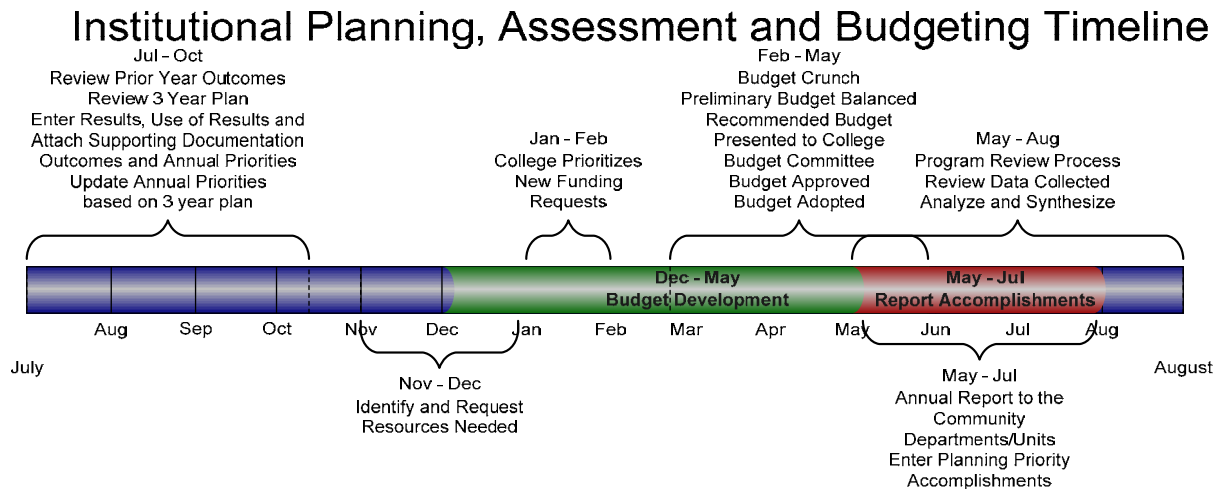
[Planning](#), [assessment](#) and [budgeting](#) are all processes that are interrelated and occur on a cyclical basis. [Planning processes](#) allow the college to create a roadmap to guide the staff to fulfill the mission and meet the strategic plan goals. The [assessment processes](#), including the reporting of achievements, allow the college to determine the effectiveness of the operations and student learning outcomes then communicate these to the

public. The assessment results are used to plan for the future and to request budget funds. All of the [budget processes](#) are designed to ensure that the appropriate level of projected expenditures and revenues are planned for the next academic year and that prioritized budget requests from the planning and assessment processes have been included.

Planning, Assessment and Budgeting Processes Cycle



Planning, Assessment and Budgeting Timeline



Section III Planning Processes

Planning

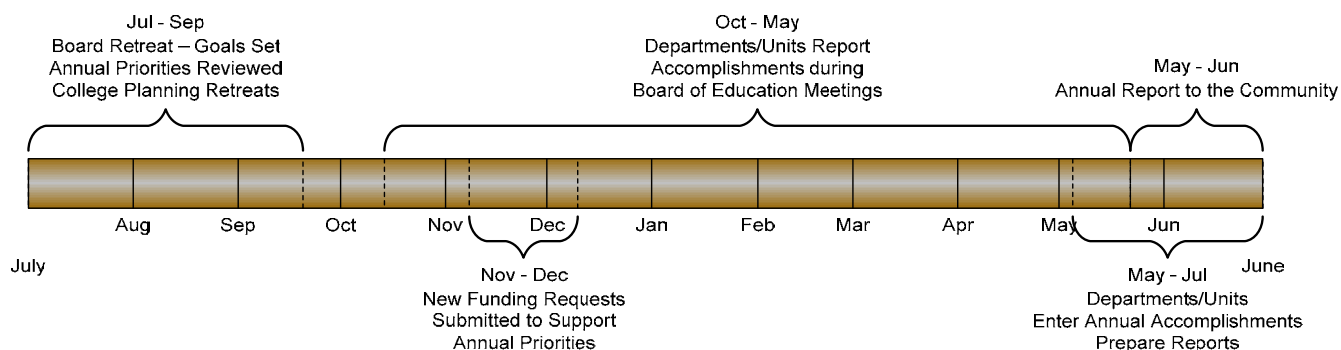
Planning is the collaborative process by which the college develops long-term [strategic plan goals](#) and [annual priorities](#). The strategic plan goals are designed to serve the college for at least a seven-year period which coincides with the accreditation review cycle.

Other planning processes include the Master Facility Plan, the Technology Plan, the Academic Plan, and the Emergency Preparedness plan. Each of the plans is developed through a similar process and is led by a campus representative appointed by the Executive Team.

Planning Steps and Timeline

Planning begins with the annual Board of Education Retreat held in July of each year. The Board of Education meets to identify annual Board Goals and to review the Southwestern [Strategic Plan](#). The Board Goals and comments on the strategic plan are communicated to the campus during the September Board of Education meeting. Unit and/or department planning along with reporting unit planning occur during fall term for the next year. This process allows for the emergence of annual plan priorities from all units and/or departments as a result of the various meetings held during the term. Annual priorities are identified from annual planning meetings and from the [assessment process](#) (reporting of results and use of results). Requests for budget funds or reallocation of resources are tied to the annual priorities previously identified in the planning and assessment processes. The [budget process](#) directs the allocation of funds as prioritized in order to support and implement continuous improvement efforts and fulfill the mission of the College.

Institutional Planning Timeline



- During the fall term, the institution reviews the Board of Education goals and holds meetings to identify both unit and department goals and to set annual priorities for the next year with a rolling three-year annual priority list.
- The compilation of all of the goals goes into a document that identifies the main goals of the current strategic plan (updated at least every 7 years).
- Each year, every department identifies its annual priorities to align with the strategic plan goals.
- Quarterly, or even more frequently, these priorities are entered into the TracDat system along with ongoing status updates.
- Each quarter, reporting units enter a status update for priorities derived from their unit reports. These reports are used by the Executive Team for quarterly Board of Education Updates to the Strategic Plan.
- Each unit and/or department submits an annual report to the reporting unit.
- Each reporting unit synthesizes all of its achievements and produces a reporting-unit annual-priorities status-update report.
- This report is then used to create the *Annual Report to the Community*.

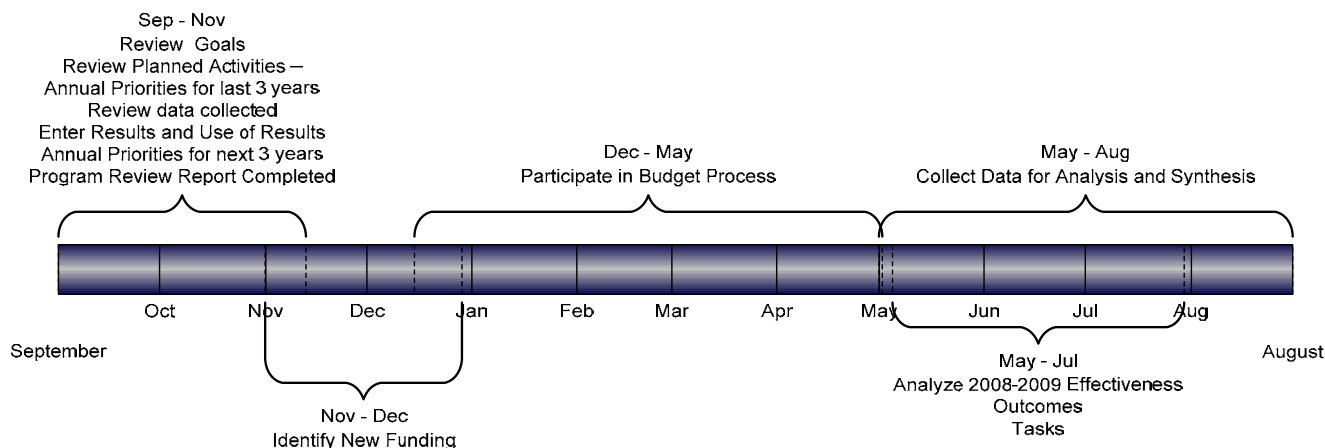
<i>TracDat Quick Entry Steps – Units and Reporting Units</i>	
1)	<i>Unit tab - enter annual priorities by clicking on the yellow “add” tab at the bottom of the screen</i>
2)	<i>Outcomes & Assessment tab – confirm that the annual strategic plan outcome is active</i>
3)	<i>Means of Assessment link – add new annual report each year; copy prior year then edit and change dates</i>
4)	<i>Results tab – enter ongoing results throughout the year and at least once a quarter Submit quarterly reports to reporting unit</i>
5)	<i>Reports tab – create an ongoing report of results using the Southwestern Strategic Plan - Update 2010-11; or create a quarterly report of results using the Southwestern Strategic Plan Quarterly Update Fall (choose appropriate quarterly report); save a copy of the report and upload into the document repository</i>
6)	<i>Reporting Units Only: Use Step 4 and 5</i>
7)	<i>Reporting Units Only: Submit report to Executive Team representative October 1, January 1, April 1, June 15</i>

All TracDat quick steps are described in further detail including visual images of the software screens in [Appendix E](#).

Assessment

[Assessment](#) is a means of evaluation and analysis designed to demonstrate how well the College and units/departments have met the outcomes identified for student learning and administrative/educational support services. All units/departments are expected to conduct a comprehensive program review once every three years beginning with the academic year 2010-11. Unit/department reports are submitted to the reporting unit staff by November 15th following the review year. Example: 2010-11 Program Review Report is submitted by November 15, 2011.

Institutional Assessment Process Timeline



For assessment to be truly effective, it must be meaningful, reflective, and self-regulated. The purpose of assessment is to use the results, positive or negative, to stimulate meaningful dialogue about how instruction and services can be modified to engage students in the learning process and to sustain institutional effectiveness. Institutional effectiveness reflects how well the college is meeting its mission and goals.

Assessment Plan

An assessment plan is the combination of [outcomes](#), [means of assessment](#) and [criteria for success](#) that have been identified for every unit/department on campus.

Assessment Plan Evaluation Requirements

Every unit/department is required to evaluate how well the outcomes have been met on an annual basis. [Results](#) are entered on an annual basis. A Program Review is conducted at least every three years and a comprehensive report of program/operational effectiveness is produced. Units/departments are expected to hold an annual meeting to discuss the active outcomes (the information to be discussed at the meeting is to be distributed for review by all members of the unit at least one week prior to the meeting in order to facilitate quality discussions at the meeting). It is desirable to have the outcomes be reviewed on an annual basis and any new outcomes be added to the TracDat system. At the same time, users should inactivate any outcomes in TracDat that are no longer applicable. Before deactivating any outcomes, the user must be sure results and [use of results](#) for those outcomes have been reported in a comprehensive review year report. In this way, the history of institutional decisions will be preserved.

What is Program Review?

Program review has four parts:

- 1) A comprehensive review of the unit outcomes;
- 2) The synthesis and analysis of the results of each outcome;
- 3) Review of the internal and external trends that impact the unit; and
- 4) The use of results for each outcome.

The use of results is the planned improvements, changes, and any other modifications to programs and/or services. The comprehensive review includes quantitative and qualitative data as well as a review of operational policies and procedures. ([Eight Steps](#), [Appendix H](#) and [Appendix I](#))

Program review occurs every three years and the end product is a report compilation of three years' of data, which illustrates the level achieved by outcome and the effectiveness of the unit/department (program, degree, certificate, or administrative/educational support service provided to students) based on the synthesis and analysis of data showing internal and external trends.

What are [Outcomes](#)?

They are culminating activities, products, or performances that can be measured.

What are [Administrative or Educational Support Outcomes \(AESO\)](#)?

They are outcomes related to administrative or educational support services provided to students or potential students. ***Answers the question: “What will the students GAIN or EXPECT from the experience/service provided?”***

Administrative outcomes are a means of evaluating the services provided by administrative units. They are created and assessed by the staff and managers of the unit. They inform planning and lead to goals of improved support services. They are expressed as statements of what clients experience, receive or understand as a result of a given service. All outcomes should be tied to reporting unit goals.

Educational Support outcomes are a means of evaluating the services provided by educational support units. They are created and assessed by the staff and managers of the unit. They inform planning and lead to goals of improved support services. They are expressed as statements of what clients experience, receive or understand as a result of a given service. All outcomes should be tied to reporting unit goals.

What are [Student Learning Outcomes \(SLO\)](#)?

Student learning outcomes are related to the instruction provided to students at the course or program level. ***Answers the question, “What will the student be able to DO with what is learned in a course and/or program?”***

Student learning outcomes are a means of evaluating student learning. They are created and assessed by the faculty, department, or academic program. They inform planning and lead to goals of improved learning. SLOs are expressed in statements of what students will be able to think, know, do, or feel because of a given educational experience. SLOs should be tied to reporting unit goals.

What are [General Education Student Learning Outcomes \(GESLO\)](#)?

General education student learning outcomes are the knowledge, skill, attitudes and abilities every student should possess after graduating with a certificate or degree from Southwestern Oregon Community College. Students will be able to demonstrate achievement of these outcomes as well as the specific curriculum

outcomes for their academic or technical area of study. *Answers the question, “What will the student be able to DO with what is learned in a program?”*

What are [Program Outcomes](#)?

Program outcomes are all identified Student Learning Outcomes specific to the program, a culminating activity, product, or performance that can be measured. *Answers the question, “What will the student be able to DO with what is learned in the program?”*

How do I develop an outcome?

An outcome is a result of an action – use verbs. Examples: Refer to [Appendix F](#) and [Appendix G](#) (Nichols model examples and Bloom’s Taxonomy).

Getting started is the hardest part; remember that you have been doing a portion of this all along. The [Eight-Step Process](#) outlined below provides a clear and tangible way to articulate your efforts. The intention of the process is to provide a step-by-step layout of how to develop SLOs and AESOs, how to assess them, what to do with the data, and how to use the findings. It also explains how to document your efforts with the model that is used by the campus. By establishing and maintaining a documentation process, it is easier for you and your department/unit to see what work has been done, how it went, and what actions need to be taken to meet the goals and needs of your department.

Developing and assessing SLOs and AESOs is a process, and the following steps are intended to serve as a set of guidelines. It is imperative to look at the culture within your department/unit or program to determine how this process will best be implemented.

STEP	DESCRIPTION
1. Preliminary Discussion	Schedule a faculty/staff meeting to brainstorm ideas for outcomes.
2. SLO/AESO Statements – see Appendix H General Education Outcomes - see Appendix I Bloom’s Taxonomy – see Appendix G	a) Develop a list of measurable SLO/AESO b) Enter into TracDat – Refer to Appendix E
3. Assessment Plan – see Appendix E	a) Develop an assessment plan for each SLO/AESO b) Enter means of assessment and criteria for success into TracDat – Refer to Appendix E
4. Data Collection – see Appendix E Sample Means of Assessment Listing	Assess student learning or client experiences using identified means of assessment and collecting the results of the assessments Refer to Appendix E
5. Data Analysis and Summary – see Appendix J	a) Aggregate and analyze the data. b) Enter the results into TracDat- Refer to Appendix E
6. Closing the Loop – see Appendix J	a) Determine ways to use the data and make applicable revisions to the curriculum, services, departmental processes, and the outcomes. b) Enter the Use of Results into TracDat - Refer to Appendix E c) Print Program Review Report from TracDat – Refer to Appendix E
7. Documentation – see Appendix J	a) Attach data and other documentation to support the decisions and changes made. b) Attach supporting documentation to the results in

	TracDat - Refer to Appendix E
8. Continuous Cycle – see Appendix J	Repeat the process while continuing to incorporate your SLO/AESO process into your Electronic Planning for Institutional Effectiveness

How do I Assess Outcomes?

Once the assessment plan has been completed and data collected (Steps 1 – 4 listed above) it is time to start assessing the outcomes. By following the guidelines for Steps 5 through 8 listed below and in [Appendix J](#), the assessment process is completed and the continual improvement cycle begins. Program review and assessment is an ongoing process cycling through Steps 1 – 8 at least once every three years.

Step 5: Data Analysis - Aggregate and analyze the data.

After the assessment has been conducted, analyze and summarize the data. Refer to your assessment plan and examine the actual student performance or client behavior as you think about what you had expected to happen. How do they compare? Enter the results in TracDat—you may use the template located in [Appendix E](#) as a guide or to record initial information.

Step 6: Closing the Loop - Determine ways to use the data to make applicable revisions to the curriculum, departmental services and processes, and the outcomes. The planned activities are listed as the annual priorities for the unit for the associated years – the items that will be done or plan to do.

Schedule and conduct another meeting with your faculty/staff to discuss the assessment results and the data summary. This step is the most vital since this is the time when you and your team can examine the findings, see areas for growth or opportunity, and brainstorm ideas and methods to address those areas. The purpose of this meeting is to stimulate meaningful dialogue and initiate change.

Enter the information within TracDat—you may use the template located in [Appendix E](#) as a guide or to record initial information. Report specific use of results: what will be done next year or in the next three years as a result of the synthesis and analysis, what improvements will be made, what changes are expected to be implemented. Enter planned activities in TracDat as the annual priority for the associated year. Explain briefly how analysis of the data led to the changes.

Are new resources needed? If so, enter a request for budget funds within TracDat, identifying the account number and the amount needed. You may want to use the template located in [Appendix E](#) to list all resources needed. Resources requested by department/unit faculty and staff are the foundation of plan implementations, which lead toward the achievement of identified annual priorities and changes to the curriculum or services. Resources may include budget, facilities, staffing, research support, training, and marketing.

Step 7: Documentation – Always attach documentation within the TracDat system as evidence to support the analysis of the data. Attach meeting minutes, aggregate scores, and other examples that support the results and provide evidence. ([Appendix E](#))

Step 8: Continuous Cycle - Repeat the process continuously at least once every three years, *focusing on various SLOs/AESOs*. It is recommended Steps 5 – 8 be repeated on a yearly basis to capture data and enter yearly results.

The process of self-reflection and assessment must remain a continuous process in order to bring about meaningful change. Assessment enables each department to evaluate its current and future goals, its current and future needs, and its current strategies to serve its students and clients. Continuous

improvement builds on existing efforts to improve student performance and optimize student/client experiences. Thus, it is imperative to continue analytical discussions and to revise assessment efforts as necessary in order to ensure that student and client needs are being met.

Section V Budgeting Processes

Budgeting

Budgeting is the collaborative process by which the college establishes a planned level of projected revenues and expenditures at the unit level for all funds.

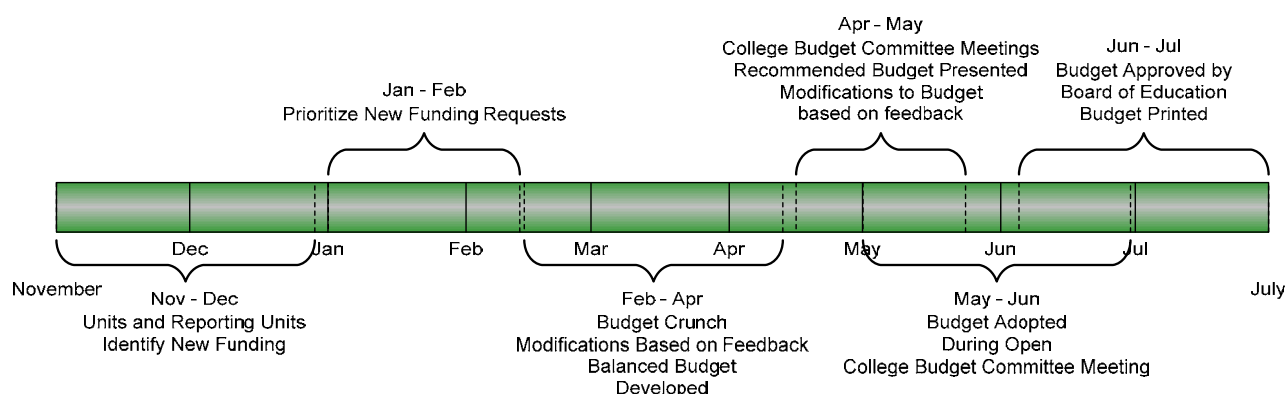
Budgeting Steps and Timeline

The process for developing the college budget can be grouped into the following four areas: (a) prepare the recommended budget, (b) approve the budget, (c) citizen involvement and public exposure, and (d) adopt the budget. Staff members request funds to be included in the budget as a result of the assessment and planning processes conducted by all departments/unit. Each department and/or unit submits a prioritized list to the reporting unit staff responsible for budget preparation.

Budget preparation begins with revenue forecasting and determining known expenditures and obligations. The next step is to review the unit level requests for funds and then prioritize the lists by reporting unit level (Vice President, Executive Director, Director, Dean, Associate Dean). The lists are then submitted to the Executive Team for review and inclusion in the initial crunch (comparison of projected revenues to requested expenditures) of the budget. Campus meetings are held for input and to consider other requests not submitted on the prioritized lists.

The goal is to prepare the budget while adhering to the strategic plan under the constraint of the financial situation. The Faculty Senate Assessment, Planning, and Budgeting Committee participate in discussions held in the Internal Budget Advisory Committee (IBAC). The proposed budget crunching continues until the budget is balanced (revenues equal expenditures); this budget becomes the Recommended Budget to be submitted to the College Budget Committee (composed of seven college district citizens and seven Board members). The Recommended Budget is presented in a public meeting and undergoes a full review by the Committee with public comment available. Modifications may be made to the budget based on feedback received during the public meeting(s). It is at this time that the Board of Education adopts the approved budget during a Board of Education meeting and the Adopted Budget becomes the Approved Budget for the fiscal year.

Institutional Budgeting Timeline



- During late fall term, based on the assessment and planning processes, the institution reviews all requests for funds that were entered in the TracDat system.
- Requests are prioritized by each department/unit and submitted to reporting unit staff.
- Reporting unit staff members hold meetings with all associated departments/units and finalize budget priorities. The budget priorities are submitted to the appropriate Executive Team member.
- Initial crunch of the budget occurs – projected revenues and expenditures are put in system for gap analysis.
- Meetings held on campus until the gap is closed; then the recommended budget book is assembled.
- The Recommended Budget is presented to the College Budget Committee for approval.
- The next step is to present the Approved Budget to the Board of Education for adoption.

<i>TracDat Quick Entry Steps – Requesting Funds for the Budget Cycle</i>	
<i>1)</i>	<i>Results tab – Enter request for funds after entering the results for an outcome and then clicking on the add use of results link; this request is for the next budget cycle</i> <ul style="list-style-type: none"> • <i>Enter the account number</i> • <i>Enter the dollar amount requested (no dollar sign and no decimals)</i>
<i>2)</i>	<i>Use of Results associated with the Results tab entry for annual priorities – request funds for next cycle</i>
<i>3)</i>	<i>Use of Results associated with the Results tab entry for review year reports – request funds for next cycle</i>
<i>4)</i>	<i>Print report for annual priorities: Budget funds request to prioritize budget requests within the unit and submit to reporting unit staff</i>
<i>5)</i>	<i>Print report for review year: Budget funds request to prioritize budget requests within the unit and submit to reporting unit staff</i>
<i>6)</i>	<i>Budget requests may occur at other times of the year and outside of the planning and assessment process; contact supervisor for the process to request funds</i>
<i>7)</i>	<i>Print and save all reports to the document repository as evidence of requests</i>

Appendix A
Core Themes and Strategic Plan Goals
2009-10

Core Themes	Strategic Plan Goals
Access Access is the pathway to learning opportunities for students and the community through support services and diverse delivery methods.	1 Ensure access to diverse learning opportunities.
	2 Provide access to support services for students, staff, and the community.
Learning and Achievement Student learning and student achievement are at the core of the College mission and given the highest priority by emphasizing quality teaching; quality learning; quality course and program design; retention; persistence; completion; graduation and/or transfer.	3 Maintain and develop quality learning opportunities to encourage student success and achievement.
	4 Support student goal attainment and lifelong learning.
Innovation and Sustainability Innovation and sustainability are interwoven to both seize opportunities for resource development and maintain continuous improvement for a strong infrastructure of employees, technologies, and facilities.	5 Create the vision and structure for long-term college sustainability and growth.
	6 Support college growth through appropriate planning, budgeting, and assessment.
	7 Allocate resources to support continuous improvement for a strong infrastructure of employees, technologies, and facilities.
Community Engagement Community engagement is the means to build strong partnerships and provides opportunities for the community to participate in diverse activities and events.	8 Sustain and build strong community, business, and agency partnerships.
	9 Promote and provide opportunities for the community to engage in diverse activities and events.

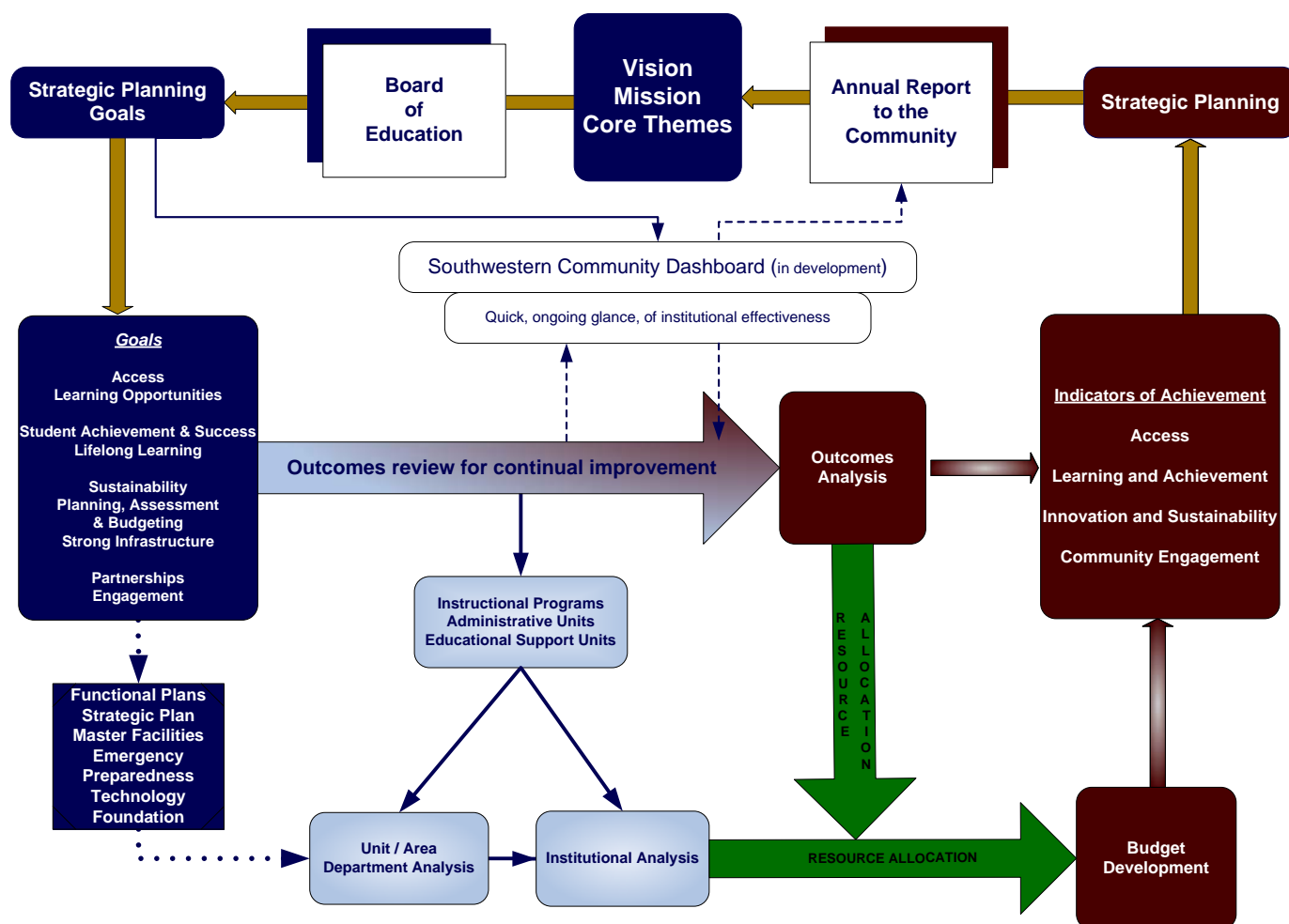
Appendix B

Planning, Assessment and Budgeting Cycle with Steps



Integrated Institutional Effectiveness and Assessment Model

***Southwestern Oregon Community College
Institutional Effectiveness Model***



Appendix D

Southwestern Oregon Community College Office of Institutional Research

DRAFT Indicators of Achievement Core Theme Indicators of Success

IA#	Achievement Indicator of Success	Core Theme Goal	2009 Baseline	2010 Target	2011 Target	2012 Target
1	FTE Credit and Non-Credit Report					
	Percentage increase over prior year		3%	3%	3%	3%
	All FTE	Access 1	3375	3476	3580	3688
	Reimbursable FTE	Innovation Sustainability 5	3269	3367	3468	3572
	Full-time enrollment status FTE	Community Engagement 9	Trends	Trends	Trends	Trends
	Part-time enrollment status FTE		Trends	Trends	Trends	Trends
	Program Area FTE		Trends	Trends	Trends	Trends
2	Enrollment Credit and Non-Credit Report					
	Percentage increase over prior year		3%	3%	3%	3%
	Total enrollment	Access 1	10,947	11,275	11,614	11,962
	Reimbursable enrollment	Innovation Sustainability 5	3,000	3,000	3,000	3,000
	Full-time enrollment status	Community Engagement 9	Trends	Trends	Trends	Trends
	Part-time enrollment status		Trends	Trends	Trends	Trends
	Program Area		Trends	Trends	Trends	Trends
3	Labor Trends					
	Percentage of programs meeting high demand labor needs	Access 1 Learning Achievement 4	80% State 90% Local	80% State 90% Local	80% State 90% Local	80% State 90% Local
4	Student Satisfaction					
	Average rating level for services	Access 2 Learning Achievement 3	TBA Adjust			
	Average rating for courses	Community Engagement 8 Community Engagement 9	Target as Necessary	4 of 5 4 of 5	4 of 5 4 of 5	4.25 of 5 4.25 of 5
5	Student Intended Goals Achieved					
	Percentage of students attaining self-disclosed goal	Learning Achievement 4 Community Engagement 9	TBA Adjust Target as Necessary	50%	50%	50%

IA#	Achievement Indicator of Success	Core Theme Goal	2009 Baseline	2010 Target	2011 Target	2012 Target
6	Annual Report to the Community Percentage of goal priorities achieved	Access 1, 2 Learning Achievement 3, 4 Innovation Sustainability 5, 6, 7 Community Engagement 8,9	90%	90%	90%	90%
7	Course Credit and Non-Credit Report Percentage increase over prior year All FTE Reimbursable FTE Full-time enrollment status Part-time enrollment status Program Area Courses offered Billing Credits enrolled	Access 1 Innovation Sustainability 5 Community Engagement 9	3% 3375 3269 Trends Trends 3% Trends 61,000	3% 3476 3367 Trends Trends 3% Trends 64,000	3% 3580 3468 Trends Trends 3% Trends 67,000	3% 3688 3572 Trends Trends 3% Trends 70,000
8	Employer Perceptions Employer Satisfaction and Opinion Survey	Learning Achievement 3 Innovation Sustainability 5, 6 Community Engagement 8	Need Baseline	4 out of 5 Example need to set from baseline		
9	Employee Development & Satisfaction Employee Satisfaction and Opinion Survey Percent of employee participation Number of trainings offered	Innovation and Sustainability 7	Need Baseline	4 out of 5 75% 10	Examples; need to determine	
10	Student Engagement a. CAAP: Collegiate Assessment of Academic Performance b. CCSSE: Community College Survey of Student Engagement c. SENSE: Survey of Entering Student Engagement	Learning and Achievement 3, 4	Fill in CAAP and CCSSE benchmark And SENSE SENSE 2009	Benchmark goals go here CCSSE 2010	CAAP 2011	SENSE 2012
11	Early Alert Percent of students passing courses after being put on early alert	Learning Achievement 3	75% Within 2 % of all courses	75.5%	76%	76.5%

IA#	Achievement Indicator of Success	Core Theme Goal	2009 Baseline	2010 Target	2011 Target	2012 Target
12	No longer used; replace with Student Achievement Percent of passing grades in all courses Percent of passing grades by course type (LDC, Voc Prep, etc) Average GPA of program students Average GPA of graduates Graduation Rates	Learning Achievement 3,4 Get all baselines	77% 80% LDC 85% VP 90% VS 68% Remedial GPA Baseline Baselines needed	77.5% LDC VP VS Remedial .2 increase each year	78% LDC VP VS Remedial .2 increase each year	78.5% LDC VP VS Remedial .2 increase each year
13	Placement Rate Perkins info here – get from state	Access 1, 2 Learning Achievement 3, 4	Use grant figures			
14	Structured Work Experience Percent of majors participating in course Percent of change in participating business from year to year	Access 1, 2 Learning Achievement 3 Community Engagement 8	34% 3% increase	34% 3% increase	34% 3% increase	34% 3% increase
15	Fiscal: Statement of Cash Flows YTD– All Funds Positive growing cash flow	Innovation Sustainability 5, 7	800,000	1,000,000	1,200,000	1,400,000
16	Fiscal: Statement of Revenues and Expenditures – All Funds Revenues exceed expenditures	Innovation Sustainability 5, 7	Ratios Check with BO			
17	Fiscal: Balance Sheet – All Funds	Innovation Sustainability 5, 7	Ratios Check with BO			
18	Fiscal: Statement of Budget and Actual Revenues and Expenditures	Innovation Sustainability 5, 7	Ratios Check with BO			
19	Fiscal: Revenues & Expenditures - CCFIS	1 and 3	Remove			
20	Fiscal: Enterprise Funds Activity	Innovation Sustainability 5, 7	Ratios Check with BO			
21	Fiscal: Foundation Activity Increase in donors over prior year Increase in recipients over prior year	Innovation Sustainability 7 Community Engagement 8	3% 3%	3% 3%	3% 3%	3% 3%

IA#	Achievement Indicator of Success	Core Theme Goal	2009 Baseline	2010 Target	2011 Target	2012 Target
22 State	State Student Success Indicators SSI 1: High school students enrolling directly into college Track number of Oregon high school graduates who enroll in a community college the following fall term	Access 1, 2	Baseline 33%	Set by state with 2011		
22 State	SSI 2: Postsecondary level of math, reading and writing Measure skills necessary to enter LDC credit courses and CTE program areas	Access 1, 2 Learning Achievement 3, 4	Baseline			
22 State	SSI 3: Credits earned toward an Associate of Arts Degree Measure progress in LDC program areas at milestone points	Learning Achievement 3, 4	Baseline			
22 State	SSI 4: Credits earned toward a CTE certificate or degree Measure progress in CTE program areas at milestone points	Learning Achievement 3, 4	Baseline			
22 State	SSI 5: Term to term persistence Measure whether student continues from term to term	Learning Achievement 3, 4	Baseline			
22 State	SSI 6: Fall to fall retention Measure whether student returns one year to the next	Learning Achievement 3, 4	Baseline			
22 State	SSI 7: GED to next level Measure the movement from GED completion to the next level of learning	Access 1, 2 Learning Achievement 3, 4	Baseline			
22 State	SSI 8: GED fall to fall persistence Measure the movement of GED completers who persist at the next level of training	Access 1, 2 Learning Achievement 3, 4	Baseline			
22 State	SSI 9: ESL/ESOL noncredit to next level Measure how a student transitions from ESL/ESOL to credit classes	Access 1, 2 Learning Achievement 3, 4	Baseline			
23 State	KPM 1: SUCCESSFUL GED APPLICANTS Percentage of GED certificate applicants successful	Learning Achievement 3, 4	79%	79%	80%	80% *

IA#	Achievement Indicator of Success	Core Theme Goal	2009 Baseline	2010 Target	2011 Target	2012 Target
23 State	KPM 7: COMPLETION OF BASIC SKILLS/ESL Percentage of students enrolled in a basic skills or ESL program who complete successfully	Learning Achievement 4	50.9%	63.7%	63.7%	63.7% *
23 State	KPM 8: NURSING COMPLETION Percentage of students who successfully complete a nursing program	Learning Achievement 3, 4	73.7%	73.7%	73.7%	73.7% *
23 State	KPM 10: BITS COMPANY SATISFACTION Percentage of companies ranking training they received through community college Business and Industry Training System (BITS)	Community Engagement 8	95%	95%	95%	95% *
23 State	KPM 11: LICENSING/CERTIFICATION RATES Oregon community college students' pass rate for national licensing tests compared to national pass rates	Learning Achievement 3, 4	93%	93%	93%	93% *
23 State	KPM 12: CAREER TECHNICAL EDUCATION DEGREE/CERTIFICATE COMPLETION Number of Career Technical Education (CTE) degrees and certificates awarded	Learning Achievement 3, 4	3% 150	3% 155	3% 160	3% 165
23 State	KPM 13: ASSOCIATE DEGREE COMPLETION Percentage of students in Associates degree programs who obtain an Associates degree	Learning Achievement 3, 4	31.6%	31.6%	31.6%	31.6% *
23 State	KPM 14: STUDENT TRANSFERS TO OUS Percentage of students attending an Oregon community college during one academic year who transfer to an OUS institution the following academic year	Learning Achievement 3, 4	15.2%	15.2%	15.2%	15.2% *
23 State	KPM 15: PROGRESS OF TRANSFER STUDENTS Percentage of community college transfer students who demonstrate progress by returning for the second year	Learning Achievement 4	80%	80%	80%	80% *

IA#	Achievement Indicator of Success	Core Theme Goal	2009 Baseline	2010 Target	2011 Target	2012 Target
23 State	KPM 16: TUITION/FEES Oregon's rank for college tuition and fees among all western states	Access 1, 2 Innovation Sustainability 5, 6	TBD	TBD	TBD	TBD
23 State	KPM 17: HIGH SCHOOL PARTICIPATION Number of high school students enrolled in community college credit programs	Access 1, 2	3% 667	3% 688	3% 708	3% 729
23 State	KPM 18: MINORITY ENROLLMENT Each minority's proportion of total community college enrollment as a percentage of each minority's proportion of the total population, by racial/ethnic group.	Not Tracked at this time Access 1, 2	TBA	TBA	TBA	TBA
24 State	State Future Student Success Indicators FSSI 10 through 18					

- **2012 Target – state has not yet determined target level**

Appendix E

TracDat Software and Data Entry Steps Templates and Resources to Assist in Developing Outcomes and Means of Assessment

TracDat Web Link – full documentation available within the system

<http://tracdat.socc.edu:8081/tracdat>


TracDat Login and Password

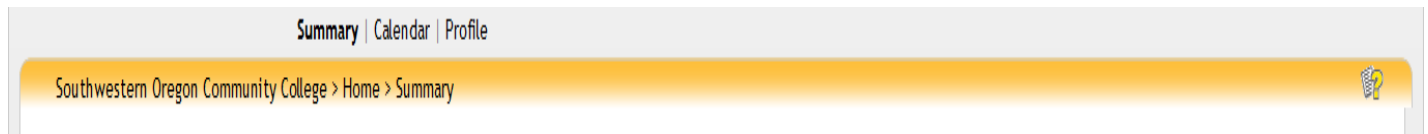
- The user name is assigned by the Institutional Research Office – ext. 7339.
- Username is generally the same as your Colleague username
- The password is initially set as the username plus the numeral “1”: username1


<i>TracDat Quick Entry Steps – TracDat Web Link and Login</i>	
<i>1)</i>	<i>Using a web browser, go to http://tracdat.socc.edu:8081/tracdat/</i>
<i>2)</i>	<i>Enter your username – generally the same as your Colleague username</i>
<i>3)</i>	<i>Enter your password – initially set as your username1</i>
<i>4)</i>	<i>Click Login</i>
<i>5)</i>	<i>To logout click on “Logout” located in the upper right-hand side of all screens</i>

TracDat Help Icons

Help icons are located on each screen in the orange strip near the top on the right-hand side and are denoted

by a , providing help information for the screen. Click on the icon to activate the help screen.



Help icons are also located next to each textbox and are denoted by a  providing help information for the associated textbox. Click on the icon to activate the help screen.

Unit Name: ITS-Institutional Research

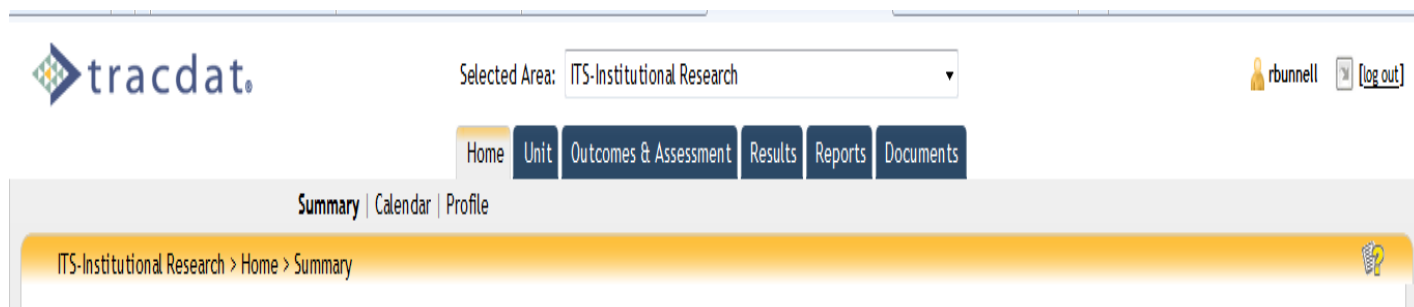
Mission Unit: To support the college mission and Strategic Plan by developing, coordinating, and supporting the use of data information for data-driven decisions to improve and enhance learning opportunities and experiences.

Review Year: 2010-11

Home Tab and Links

The Home tab is a dashboard view of a Unit. It shows a snapshot of the unit's assessment plan, assessment information, priorities and assignments. Clicking on a number (often purple), will either take you to another area with more specific information or pop-up a descriptive window.

Be sure you have selected the unit from the drop down menu next to the "Selected Area"



- **Summary Link**- Displays an overview of the outcomes and results for a particular assessment unit.
- **Calendar Link**- Provides a calendar to enter data.
- **Profile Link** – Provides a summary of user account information as it is known in TracDat.
 - This is where the *password may be changed by the user*.
 - Follow instructions using the help icons

Unit Tab and Links

- **General** – Displays the College Mission statement.
 - Displays the Unit Name
- **Mission** – Unit: This is where the mission of the unit is displayed on the screen
- **Review Year**: The next triennial review year for the unit is displayed on the screen
- **Annual Priorities/RU Goals**
 - All annual priorities for the unit/department are displayed on this screen
 - New priorities are added from this screen based on annual unit/department meetings
 - Each of these priorities can be tied back to a college goal and a Reporting Unit goal.
- **Personnel**
 - This screen lists the staff who have access to view and/or are able to edit a department/unit's information
 - Administrator of the unit may add or delete staff

TracDat Quick Entry Steps – Mission * Review Year * Annual Priorities	
1)	Add the Unit Mission in the textbox
2)	Select the review year (triennial cycle) that is scheduled for the unit; update after comprehensive review is completed and the review year report is produced and sent to the reporting unit staff

3)	Add annual plan priorities after planning meetings and based on assessment Click on the yellow tab at the bottom of the screen to “add new annual priorities/RU goals”
4)	Select the Goal Type in the dropdown box of “Annual Strategic Plan Summary Report”
5)	Add priority in the textbox: short one line item that is planned to be completed in the next academic year
6)	Select the year associated with the priority in the dropdown box for Annual Priority Year
7)	Click on the Save Changes yellow tab near the bottom of the screen

Outcomes and Assessment Tab and Links

Home	Unit	Outcomes & Assessment	Results	Reports	Documents
Outcomes	Means of Assessment	Related Annual Priorities/RU Goals			

The Outcomes and Assessment Tab is where General Student Learning Outcomes, Administrative and Educational Support Outcomes are entered. This is also where Degree and Certificate Outcomes are entered as well as outcomes for related instruction, discipline areas, and foundational instruction. The outcomes are identified by each unit/department through staff meetings - Step 1 of developing and assessing outcomes. Formalizing the outcome and entering into TracDat is Step 2 of developing and assessing outcomes. The assessment plan is the combination of outcomes, means of assessment, and criteria for success.

Adding a New Outcome: Click on the link

Use this screen to add a new outcome as well as annual plan reports and review year reports.

Designing SLOs for programs and AESO for units requires the participation of all departmental faculty and/or staff. Ideally, the design begins with a series of conversations, usually in small groups.

Faculty refers to the learning goals for students and identifies knowledge and performance values in the discipline as a way to begin the process. These conversations should consider both affective and cognitive learning domains.

TracDat Quick Entry Steps – Adding a New Outcome (Step 2)	
6)	Click on yellow tab at bottom of the screen
7)	Outcome Name: Type in an abbreviated name to identify the outcome
8)	Outcome: Type in the full outcome description
9)	Outcome Types: Select the type of outcome – learning for instructional / operational for other units
10)	Outcome Status: Select the status of the outcome – currently being assessed for all new outcomes
11)	Start Date: Type date outcome became effective
12)	End Date: Leave blank and only change once the outcome has been completed or becomes inactive
13)	Always click the yellow Save Changes button when done

Note: For annual priorities the outcome is the annual strategic plan summary. This has already been added to the list of outcomes for each unit.

Outcome Template

<i>Outcomes</i>	<i>Means of Assessment Criteria for Success</i>	<i>Results Synthesis and Analysis</i>	<i>Use of Results</i>

Adding a New Means of Assessment: [Outcomes](#) | [Means of Assessment](#) | [Related Annual Priorities/RU Goals](#)
Click on the link

Step 3 of developing and assessing outcomes: You may add as many different Assessment Methods as you wish.

The Means of Assessment is the method of determining whether the learning or performance outcome has been achieved. It is the systematic collection of data and information focused on student learning, and other unit outcomes. The assessment of student learning outcomes is integral to the SLO process. It is a department-controlled task. Step 4 of the process is to administer the identified assessments.

The Means of Assessment should meet the following criteria:

- identify specific means of assessment (survey, test, etc.) for the outcome
- indicate consideration of previous data, if available
- establish minimum score for success at achieving outcome
- give number (% , fraction, actual number) of students or clients who are expected to meet the minimum score
- establish the minimum sub-score in given area(s) of interest (optional)
- specify when actual assessment occurs and by whom it is administered
- identify evaluator(s)
- specify evaluation process

Criteria for Success guidelines:

- establishes minimum expected score for success at achieving outcome
- quantifies (% , fraction or actual) number of students who are expected to meet the minimum score
- indicates consideration of alternate data (previous SLO assessment effort(s), external reports), if available (optional)
- establish the minimum score for any subcategories within the outcome, if applicable

<i>TracDat Quick Entry Steps – Adding a Means of Assessment (Step 3)</i>	
1)	<i>Click on yellow tab at bottom of the screen to add a new assessment method</i>
2)	<i>Assessment Method Category: Select the assessment tool from the drop down menu (not used for the annual strategic plan)</i>
3)	<i>Assessment Method: Type in-detail the method of the assessment (standard wording used for the annual strategic plan)</i>
4)	<i>Criterion: Type in the criteria for success (not used for the annual strategic plan)</i>
5)	<i>Timeline: Indicate yearly or other timeframe to be used (not used for the annual strategic plan)</i>
6)	<i>Active: Make sure this box is checked for all active means of assessments</i>
7)	<i>Always click the yellow Save Changes button when done</i>

Note: For annual priorities the means of assessment is the yearly strategic plan. The first year has already been added to the list of outcomes for each unit. In future years, copy the means of assessment and change the year.

Sample Means of Assessment and Criteria for Success

How do we measure outcomes? Tools and/or instruments are used as a means of assessment (assessment methods vary) and criteria for success. Several tools are available for measuring outcomes. The most common are provided in the list below, for more ideas please contact Institutional Research.

Student Learning – Direct Assessment Methods	Student Learning – Indirect Assessment Methods	Services – Assessment Methods
• Locally developed tests or standardized Tests	• Exit interviews of students	• Student self-evaluations
• Faculty-created rubrics	• Student, employer and alumni surveys	• Point-of-service surveys
• Essays	• Graduation and transfer rates	• Focus Groups
• Blind-scored projects	• Job placement data	• Graduation Surveys
• Professional exams	• Satisfaction surveys	• ACT or CCSSE
• Capstone experience or course	• Observing and recording students' Behaviors	• Counting the volume/degree of service, direct method
• Juried review of projects, exhibitions and Performances	• Self-report measures assessing students' perceptions of what they've learned	• Observations (number of participants, number of inquiries, reaction of participants, etc.)
• Portfolio assessment	• CCSSE or CAAP	• Satisfaction surveys – attitudinal Assessment
• Certification & placement exams.	• Research projects	• External Validation – Audits, Inspections, etc.
This list displays a sample of methods, instruments and tools available to faculty and staff and is meant to stimulate ideas for other methods		

Example Means of Assessment and Criteria for Success

Customer Satisfaction: Customer satisfaction is equal to or higher than the previous year.

Quality: Work is completed with a percentage of errors, numbers or dollars better than or equal to the previous year

Quantity: The percentage of requests fulfilled or numbers served is equal to or better than the previous year

Efficiency: Average time for a response

Music: 75% of students will perform all of the selected 6 (of the 12) major scales correctly in a maximum of two attempts. The scales will be evaluated by at least two full-time faculty using a checklist as a pass or fail. The performance will be assessed at the end of the spring and fall 2006 semesters in the normal performance evaluation process for the classes.

ESL: By the end of fall 2006, 60% of Level 5 ESL students reporting orally will receive a passing score of 12 or higher (out of 18) on an ESL department oral rubric for Level 5 as measured by their classroom instructors.

Speech: 70% of the students completing Speech 1A will have an average of 2 on a three-point scale rubric evaluating eye contact, organization, body control, and volume. The rubric will be used on speech delivery for a speech given in the last fourth of the semester in spring '07. The speech will be judged by designated faculty and the data will be evaluated by the dept. SLO committee.

Fire Technology: The Fire Technology Program will administer and evaluate the standardized State Fire Marshall Firefighter I certification during the 15th week of the spring and fall semesters. Evaluations will be based upon standards set by The Office of the State Fire Marshall and The California Fire Service Training and Education System.

Information Technology: System Availability and Uptime – the student information system will be available 99% of the time during normal business hours (7:30 – 4:30 Monday – Friday) as measured in academic year 2005-06 by the system administrators collecting system availability statistics. Evaluation will occur at the end of the academic year, June 30, 2006.

Learning Assistance Center: 75% of students will complete the entire survey on preferences for the Skills Lab environment. 70% of the student will mark 'a' on Question 1 to show the satisfaction with the current space. 40% will mark 'a' on Question 2 to show satisfaction with the conditions. The four question survey will be administered by the front counter personnel on the sixth week of spring 2007 semester as they check into lab. Skills Lab personnel will tabulate and average the responses.

Increase enrollment of non-traditional and part-time students by 3%

Increase Career Pathway enrollments by 3%

Increase retention of students by 3%

Adopt one new program

Improve student ratings of instructors by 5%

Improve student satisfaction of services by 10%

Increase in-service activities for all employee groups

Increase student academic achievement in "X" course by 5%

Home Unit Outcomes & Assessment Results Reports Documents

Relating Annual Priorities and RU Goals: Outcomes | Means of Assessment | Related Annual Priorities/RU Goals
Click on the link

Use this screen to relate an SLO/AESO/Annual Plan Reports to those Goals and/or Annual Priorities which it supports. The Goals of all appropriate Units are shown. To select a Goal, click the box to the left of the Goal.

TracDat Quick Entry Steps – Relating Annual Priorities and RU Goals

1)	Notice the dropdown textbox at the top of the screen; this is the outcome that is currently being viewed
2)	Select all appropriate related annual priorities and/or reporting unit goals or other goals as displayed by checking the box next to the corresponding statement
3)	Use the scroll bar to move down the screen and see additional goals or priorities.
4)	Save changes
5)	Go back to the dropdown textbox and select the next outcome to be viewed
6)	Repeat steps 2 and 3 as necessary for all outcomes

Results Tab and Use of Results

After collecting the data from the assessments, Step 4 of the process, enter the results into the TracDat system using the Add a Result feature. This will display a screen that includes textboxes for synthesis and analysis of the data and fulfills Step 5 of assessing the outcomes.

Results = a succinct statement that states what criteria level was achieved; this is not a paragraph or even a few sentences as this is designed to illustrate the level achieved.

Example: Criteria = 95% of students will achieve an average score of 70% on XYZ

Results = 100% of student achieved an average score of 80% on XYZ

Synthesis and Analysis is the area to enter the details associated with the results.

Relate Documents - Departments and units should support the conditions above with quantifiable data, conduct appropriate analyses, and make supportable conclusions. Data may be available from IR, check to confirm common data set information that is available for your department. You may also report on your own internally-generated data like the results from previous assessment efforts, budget reports, or advisory council minutes.

<i>TracDat Quick Entry Steps – Results Tab (Step 5)</i>	
1)	<i>Select the area for unit results (or the annual strategic plan year for status updates) (or select the courses to enter for course results located under the selection area tab)</i>
2)	<i>Click on Add a Result yellow tab near the bottom of the screen</i>
3)	<i>When the new screen appears, click on select for which SLO/AUO/SA the Summary of Data applies to.</i>
4)	<i>Select the Assessment Method that appears in the internal screen</i>
5)	<i>Summary of Data: Type in the summary of data from the assessment</i>
6)	<i>Summary of Data Date: Type in the date the summary was entered.</i>
7)	<i>Summary of Data Type: If the data met or exceeded the criterion select Criterion Met; if the data did not meet the criterion select Criterion Not Met.</i>
8)	<i>Summary of Data Status: If this summary of data is complete select Closed; if it is not complete select Open from the drop down menu.</i>
9)	<i>Summary of Data Status Update Date: If an update is done this date will automatically default.</i>
10)	<i>Notes: Type in any anecdotal information or leave blank.</i>
11)	<i>Attach supporting documentation – this is the evidence of the assessments and supports the analysis</i>
12)	<i>Always click the Save Changes button when you are done.</i>

If there are documents related to an AESO/SLO/Annual Priority(i.e. test examples, Excel files with data results, meeting minutes)—they can be uploaded to TracDat and associated with a particular outcome via the results and use of results screens. Documents may also be uploaded directly to the system using the Documents tab and then selected from the results and use of results screen.

Relating a document on the results or use of results screen:

Adding documents directly to the repository:

Documents Tab

Use this screen to create document folders to store department/unit documents that are used in the assessment and planning processes. Reports provided by IT to support programs internal conditions are in the “Reports for <current year> folder.

TracDat Quick Entry Steps – Documents Tab	
1)	Click on the Add Documents link
2)	Browse – adds a new document not already in document repository;
3)	Name the document in a way that identifies the information and links to the outcome
4)	Always click the Save Changes button when you are done.

Results, Synthesis and Analysis (including internal and external trends) Template

<i>Outcomes</i>	<i>Means of Assessment Criteria for Success</i>	<i>Results Synthesis and Analysis</i>	<i>Use of Results</i>

Use of Results Link within the Results Entry Screen

The Use of Results is the process of closing the loop, Step 7. Determine ways to use the data and make applicable revisions to the curriculum, departmental processes and the outcomes. Departments and units should support their efforts with quantifiable data, conduct appropriate analyses, and make supportable conclusions. You may report on your own internally-generated data or request data from the Institutional Researcher ext. 7339.

Enter the information within TracDat – you may use the template located below as a guide or to record initial information. Report specific use of results, what will be done next year or in the next three years as a result of the synthesis and analysis. What improvements will be made? What changes are expected to be implemented? Explain how analysis of the data led to the changes.

NOTE: The Use of Results link will only appear after the Results have been saved by clicking the yellow Save Changes button.

<i>TracDat Quick Entry Steps – Use of Results Link (Step 7)</i>	
5)	<i>After saving the results information the link for the Use of Results will be accessible; mini-tab on bottom left-hand side of the screen with the link located on the right-hand side of the screen</i>
6)	<i>Be sure the Use of Results mini-tab has been selected (the other option is for documentation)</i>
7)	<i>Click on the Add Use of Results link</i>
8)	<i>Type in the Use of Results.</i>
9)	<i>Request Budget Funds if needed – enter the account number</i>
10)	<i>Enter the amount of budget funds requested – no dollar sign, no commas or decimals</i>

11)	<i>Review Year Report requires the entry of internal and external trends over the last three years</i>
12)	<i>Annual Plan report requires the accomplishments to be listed</i>
13)	<i>Attach supporting documentation – any other documentation not previously related to results</i>
14)	<i>Always click the Save Changes button when you are done.</i>

Use of Results Template

<i>Outcomes</i>	<i>Means of Assessment Criteria for Success</i>	<i>Results Synthesis and Analysis</i>	<i>Use of Results</i>

Use of Results Screen – Resources Needed

To facilitate completion of the “Use of Results – Resources Needed” section within TracDat, you may want to use the template to list all resources needed. Resources requested by department/unit faculty and staff are the foundation of plan implementation toward the achievement of identified goals. Resources may include budget, facilities, staffing, research support, training, and marketing.

Outcome	Resources Needed Y or N	List Resources Needed – Include budgetary item amounts as well as other resource types

[Home](#)
[Unit](#)
[Outcomes & Assessment](#)
[Results](#)
[Reports](#)
[Documents](#)

Reports Tab
[Unit](#) | [Instructional Only](#)

This screen displays a list of all the available reports defined for the department/unit. Program level reports are displayed on the Assessment Unit screen. Note the two different screen choices:

- Unit** – runs reports at the Assessment Unit level –data entered on the Outcomes and Assessment tab.
- Course** – runs reports at the Course level –data entered on the Course Assessment Plan tab.

<i>TracDat Quick Entry Steps – Use of Results Link (Step 7)</i>	
1)	<i>Click run to begin generating a report</i>
2)	<i>Select the parameters to filter data for the report – this narrows down the type of information returned in the report</i>
3)	<i>Click the Execute Report button to generate the report (if no parameters are defined within the report the report will run automatically).</i>
4)	<i>The report opens in a new window.</i>
5)	<i>Once the report has been viewed and the data confirmed, always generate a report and save the document repository. The report is easily retrievable for the future and includes the information within the system corresponding to the date of the report.</i>

Appendix F

Nichols Model

1. Addressing the Mission and Reporting Unit Goals
2. Determining Outcomes
3. Identifying Means of Assessment and Criteria for Success
4. Summarizing of Data Collected
5. Using Results

1	2	3	4	5
<i>Mission and Reporting Unit Goals</i>	<i>Outcomes</i>	<i>Means of Assessment Criteria for Success</i>	<i>Results Synthesis and Analysis</i>	<i>Use of Results</i>
The mission and applicable reporting unit goal(s) of the program, department or administrative unit.	What will the student think, feel, know or be able to do as a result of a given educational experience or from the use of services?	<p>What tools will be used to establish and measure success?</p> <p>What are the criteria for success?</p>	<p>Summarize the findings.</p> <p>How close were the results to the criteria for success?</p>	<p>What does the data tell us about our process?</p> <p>What, if anything, do we need to do to our course, program or department to improve?</p> <p>What resources are necessary?</p>

Appendix G

Bloom's Taxonomy

List of Websites and Verbs by Domain

Clemson University

<http://www.clemson.edu/assessment/assessmentpractices/referencematerials/documents/Blooms%20Taxonomy%20Action%20Verbs.pdf>

<http://nerds.unl.edu/pages/preser/sec/articles/blooms.html>

Verb Wheel - CalState Technology Enhancement Program

http://cstep.csumb.edu/Obj_tutorial/bloomwheel.html

New Verbage

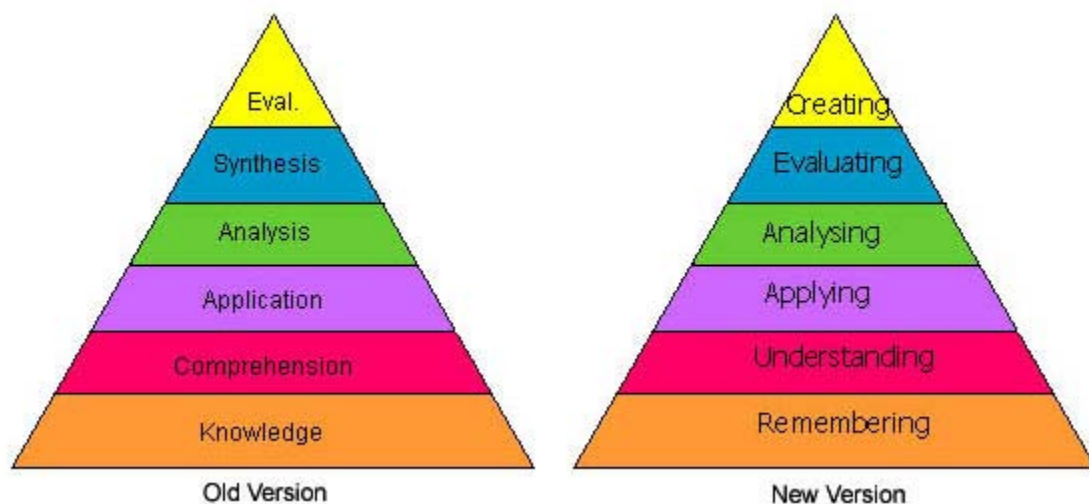
Old Dominion University

http://www.odu.edu/educ/roverbau/Bloom/blooms_taxonomy.htm

University of Georgia

http://projects.coe.uga.edu/epltt/index.php?title=Bloom%27s_Taxonomy

Domains



Bloom's Cognitive Domain

The following verbs are useful in discussing the six levels of Bloom's Cognitive Domain.

KNOWLEDGE

discuss
define
memorize
repeat
record
list
recall
name
relate

ANALYSIS

distinguish
analyze
differentiate
appraise
calculate
experiment
test
compare
contrast
criticize

EVALUATION

judge
appraise
evaluate
rate
compare
value
revise
score
select
choose

COMPREHENSION

discuss
restate
describe
recognize
explain
express
identify
locate
report
review
tell

DIAGRAM

inspect
debate
inventory
question
relate
solve
examine

ASSESS

estimate
measure
inspect

APPLICATION

translate
interpret
apply
employ
use
demonstrate
dramatize
practice
illustrate
operate
schedule
show
sketch

SYNTHESIS

compose
plan
design
formulate
arrange
assemble
collect
construct
create
set up
organize
manage
prepare
propose

Appendix H

Developing and Assessing Outcomes

The following are some guiding questions to help in the development of SLOs and AESOs:

Think about a course completer or program graduate. What kind of course/program experience would allow for the greatest student success?

As a result of this course/program:

- What should this student know or understand?
- What will this student be able to do?
- What kind of skills or values will this student possess?

Think about a student or potential student who will receive a certain service. What kind of service experience would allow for the greatest satisfaction?

As a result of this service:

- How should this student act?
- What kind of attitude should this student possess?
- What will the student gain?

When considering the questions above, think about how you will know whether or not your students or clients have performed as you had intended for them to perform. What will the students or clients do to provide evidence that they have successfully met your expectations?

Once the outcomes have been developed, create the assessment plan (means of assessment and criteria for success) and include the following:

- What means of assessment will you employ?
 - Choices include course-embedded assessments, portfolios, surveys, and tests
- How do you expect your students/clients to fare?
 - Establish a minimum score for success and indicate the number (% , fraction, actual number) of students/clients whom you expect to meet the minimum score
- Whom will you assess?
 - Consider the course(s), class section, activity, workshop, term
- How will you collect your evidence?
- When will you collect your evidence?
- Who will be responsible for the administration of the assessment?
- Who will be responsible for the evaluation of the data collected?
- If you have conducted this assessment in the past, do you have any previous data to use as a marker for comparison?
- How would you plan to use the results?

Remember that you don't have to measure everything about every student during every course in every term or about every client for every service! Be selective and measure only those areas in which you are most interested and/or those areas that are most relevant to meeting current or future student/client needs.

Appendix I

Identification of Institutional General Student Learning Outcomes

General Student Learning Outcomes:

The purpose of the entire general education assessment is to evaluate how our institution and its curriculum are equipping our students with the basic general education skills – and then, as a result of the evaluation, to adjust the curriculum, if necessary, to assure that these outcomes are being adequately addressed. So, the assessment is formative rather than summative.

Several principles underlie the process. First, the general education learning outcomes are the responsibility of the faculty as a whole, not merely the responsibility of isolated departments. Next, the process was designed to be minimally intrusive for faculty. Also, it is important to note that neither names of students nor names of faculty are attached to any of the work when it is evaluated, and as a result, no names are attached to the data as it is analyzed and reported.

GENERAL EDUCATION STUDENT LEARNING OUTCOMES are the knowledge, skill, attitudes, and abilities every student should possess after graduating with a certificate or degree from Southwestern Oregon Community College. Students will be able to demonstrate achievement of these outcomes as well as the specific curriculum outcomes for their academic or technical area of study.

- **Communication:** Students completing a degree will be able to demonstrate effective knowledge, skills and attitudes in reading, writing, speaking, and listening, and presentation of self and information.
- **Computation:** Students completing a degree will be able to demonstrate effective knowledge, skills and attitudes in technology skills, computer proficiency, math proficiency, decision analysis (synthesis & evaluation), understanding of and ability to apply mathematical concepts and reasoning, analyzing and using numerical data.
- **Creative, Critical & Analytical Thinking:** Students completing a degree will be able to demonstrate effective knowledge, skills and attitudes using curiosity, learning strategies, information gathering, analysis, synthesis, evaluation, creativity, research, and problem solving.
- **Community/Global Consciousness & Responsibility:** Students completing a degree will be able to demonstrate effective knowledge, skills and attitudes involving respect, citizenship, cultural awareness, interpersonal skills, ethics, lifelong learning, community service, self-esteem, integrity and empathy.
- **Discipline Content:** Students completing a degree will be able to demonstrate effective skills and attitudes that are specific to a discipline or career.

Approved by SOCC Faculty Senate – January 28, 2005

Modified from the League for Innovation, www.league.org

Academic leaders, in concert with Faculty Senate and Student Services Leaders, determined, in 2007 that the Collegiate Assessment of Academic Proficiency test (CAAP) would become the global assessment tool for the general education student learning outcomes. The assessment is administered every three years (previously done annually through 2009), data is collected from the results of the assessments and the data is compiled in preparation for analysis, synthesis and use of results to improve teaching and learning.

Appendix J

Assessment Steps 5 to 8: Evaluation of Assessments and Outcomes

Step 5: Data Analysis - Aggregate and analyze the data.

After the assessment has been conducted, analyze and summarize the data. Refer to your assessment plan and examine the actual student performance or client behavior with what you had expected. How do they compare?

Some questions to consider when studying the data:

- What skills (or portions of skills) did students universally understand?
- What were the most common errors that students made?
- What did the students not grasp at all?
- For which parts of the service did clients express the greatest satisfaction?
- What were some of their recommendations?
- Are there other findings that you did not expect?
- What are you most surprised by?
- Were there any trends, patterns or themes that emerged from the data?

Some guidelines to keep in mind after documenting the data:

- Does your summary of the data clearly address the means of assessment and criteria for success stated in the assessment plan?
- Have you reported the actual results for the expected level of success (include %, fraction, actual number, etc.)?
- Have you highlighted any key findings?
- When you have prepared your summary of data, did you enter it into TracDat. ([Appendix E](#))
- Did you attach any relevant documents such as spreadsheets or findings. ([Appendix E](#))

Examples: Data Analysis and Summary

Welding: From fall 2006 and spring 2007:

These following scores reflect the percentage of students passing each subcategory of the practical exam:

Welder Selection	100%
Welder Set up	90%
Metal Preparation	100%
Rod Selection	82%
Speed of Travel	50%
Rod Angle	50%

Conclusion: Students require additional instruction in learning rod selection, and the manipulative skills of rod angle and speed of travel to meet the department's outcomes.

Step 6: Closing the Loop

Determine ways to use the data and make applicable revisions to the curriculum, departmental processes, and the outcomes.

Schedule and conduct another meeting with your faculty/staff to discuss the assessment results and the data summary. This step is the most vital since this is the time when you and your team can examine the findings,

see areas for growth or opportunity, and brainstorm ideas and methods to address those areas. The purpose of this meeting is to stimulate meaningful discussion and initiate change.

Guiding questions could include the following:

- Were you satisfied with the student performance or client response?
- Are changes or improvements necessary?
- Based on the data analysis and summary, how would you modify the teaching/service to better address the student/client needs?
- SLOs: What should be done to improve student learning?
- What elements of the teaching and learning process should be added, deleted or modified to increase student success?
- AESOs: What do you need in order to improve student/client experiences?

Evaluate the assessment plan.

- What did you think of this SLO/AESO?
- Does it need to be revised?
- Does the criteria for success need to be changed?
- Should this outcome be assessed again?

Once adequate discussion has taken place, determine the plan of action and make necessary revisions or changes.

Examples: Closing the Loop

Welding: As a result of the low scores in the two subcategories involving manipulative skills, the Welding department began a peer tutoring program to assist welders with their manipulative skills. As a result of the low scores in subcategory 4, direct instruction on welding rod selection has increased by 3 hours in both WELD 40 and WELD 51.

Step 7: Documentation –

When documenting your use of results, consider the following:

- Does your plan for change align with the findings from the assessment effort?
- What improvements, enhancements, changes does your unit/office/department plan to make as a result of the findings?
- Who will be responsible for making the change?
- When will the change take place?

Step 8: Continuous Cycle - Repeat the process continuously focusing on various SLOs/AUOs.

The process of self-reflection and assessment must remain a continuous process in order to bring about meaningful change. Assessment enables each department to evaluate its current and future goals and then plan strategies to serve its students and clients. Continuous improvement builds on existing efforts to improve student performance and optimize student/client experiences. Thus, it is imperative to continue campus-wide and unit level discussions and revise assessment efforts as necessary to ensure that student and client needs are being met.

Appendix K

Institutional Effectiveness Glossary of Terms and Definitions

The following **terms** and **definitions** are used within the Southwestern Institutional Effectiveness Planning and Assessment Handbook:

Accreditation: The process by which a private, non-governmental body evaluates an educational institution or program of study and formally recognizes it as having met certain predetermined criteria or standards. The process involves initial and periodic self-study and evaluation by peers. Accreditation implies stimulation toward quality improvement beyond the minimum standards specified by the accrediting body. The essential purpose of the accreditation process is to provide a professional judgment as to the quality of the educational institution or program offered and to encourage continual improvement thereof. (www.nwccu.org)

Southwestern is regionally accredited by Northwest Commission on Colleges and Universities (NWCCU). Program and special accreditation agencies also exist (Culinary, Early Childhood Education, EMT to name a few).

Analysis of Results:

Annual Priority: The priorities identified by all of the college faculty and staff through the planning process. The things we plan to do; what faculty and staff expect to implement, complete, or achieve in a given year.

Assessment: The process for gathering evidence of student learning, discovering the degree to which courses, programs and administrative and educational support services accomplish intended outcomes, and probing the achievement of institutional goals and mission.

Assessment Method: Essentially two types of assessment – 1) **Direct methods** of assessment require students to produce work so that reviewers can assess how well students meet expectations and 2)

Indirect methods of assessment provide opportunities for students to reflect on their learning experiences and inform the reviewers their perceptions of their learning experience (Palomba & Banta, 1999).

Embedded Assessment: Refers to assessment that is included as part of the regular instruction or service. For example, specific questions can be embedded in numerous classes via quizzes, tests, and homework to provide summative and formative evaluation of departmental, program, or institutional outcomes. Embedded assessment is more easily obtained as it uses current assignments/tests for the assessment purposes and does not require much additional or extra work from the instructor.

Formative Assessment: Observations which allow one to determine the degree to which students know or are able to do a given learning task, and which identifies the part of the task that the student does not know or is unable to do. Outcomes suggest future steps for teaching and learning. This type of assessment is descriptive, focusing on the process.

Performance based Assessment: Applies with items or tasks that require students to apply knowledge, skills, and abilities in real world situations. Similar to direct assessment, performance based assessment illustrates skills of students through direct measurements of their behaviors on an instrument or assignment. Performance-based assessment might be a part of a formative assessment process, as an instructor might elect to grade a student's performance to determine a student's improvement in a skill (the purpose of formative assessment). An instructor might also use a performance based assessment as one aspect of the student's skill set in a cumulative assessment of grades, performance, etc. (summative assessment). Performance based assessment is an example of authentic assessment because instead of using a standardized test to measure a skill, the student is required to illustrate his/her knowledge. Finally, performance based assessment is contrasted to indirect assessment because indirect assessments ask students to reflect upon the learning process rather than to demonstrate).

Summative Assessment: Evaluation at the conclusion of a unit of instruction, used to determine or judge student skills and knowledge or the effectiveness of a plan or activity. Outcomes are the culmination of a teaching/learning process for a unit, subject, or year's study

Assessment Plan: An assessment plan is the combination of *outcomes, means of assessment* and *criteria for success* that have been identified for every unit/department on campus.

Budgeting: The process of developing a planned level of projected revenues and expenditures

CAAP: Collegiate Assessment of Academic Performance (CAAP). A nationally normed, standardized, academic test designed to measure general-education foundational skills that are typically attained in the first two years of college. The CAAP test scores provide one way to estimate the level of educational development.

CCSSE: Community College Survey of Student Engagement – a national survey administered every three years

Certificates: one-year certificates approved by the State

Cohort: A group whose progress is measured at different points in time. Refers to a specialized group of students who share a common element or characteristic. Examples include first-time freshman, student who begin the same program of study at the same time. Cohorts are often tracked over long periods of time (e.g., via longitudinal studies).

Completers: Students completing a course, credential, certificate or graduate from the college

Completion Rate: The proportion of students (cohort) who enrolled in and subsequently completed a course, degree, certificate, or a short-term program.

Core Theme: Collectively, the core themes represent the institution's interpretation of its mission and translation of that interpretation into practice. *As defined by NWCCU, a core theme is a manifestation of a fundamental aspect of institutional mission with overarching objectives that guide planning for contributing programs and services, development of capacity, application of resources to accomplish those objectives, and assessment of achievements of those objectives.*

Core Values: The values we hold which form the foundation on which we perform work and conduct ourselves. Core values are not descriptions of the work we do or the strategies we employ to accomplish our mission. The values underlie our work, how we interact with each other, and which strategies we employ to fulfill our mission. The core values are the basic elements of how we go about our work. They are the practices we use every day in everything we do.

Course Completion Rate: The percentage of students earning passing grades of A, B, C, D, S, and R issued to students that were enrolled within a course at the end of the refund period.

Credential: an educational goal below the level of the one-year certificate level (short-term certificate)

Criteria for Success: Criterion established to act as evidence of whether an outcome is achieved. *Answers the question: "What is the target expectation level?"*

Degree Program: two-year degree programs approved by the State

Transfer Degree Programs: AAOT, AS and ASOT two-year degrees

Associate of Arts (A.A.), Associate of Science (A.S.), Applied Associate of Science (A.A.S.). A lower division undergraduate degree normally representing about two years (60 semester or 90 quarter units) of college study or its equivalent in depth and quality of learning experience. The A.A. degree implies more liberal education orientation, the A.S. degree implies an applied education orientation, and the A.A.S. implies even more emphasis on an applied educational orientation.

Discipline: a branch of learning or scholarly instruction. (Oxford English Dictionary) i.e. geology, biology, chemistry, physics and etc.

Division: Specialized unit within the College. i.e. Allied Health, Math, Science, Health and Physical Education, or Student Support Services

Fill-Rate: Percentage of students enrolled (course, program, etc) at the end of the refund period

Formative Assessment: See [Assessment](#)

Foundational Requirements: An essential collegiate-level component of associate and baccalaureate degree programs designed to foster effective independent lifelong learning by introducing students to the content and methodology of the major domains of knowledge. (NWCCU) Required for completion of the Associate of Arts Oregon Transfer Degree.

FTE: Full-time equivalent – the enrollment of a student based on 510 clock hours equals 1 FTE;

Reimbursable FTE – courses approved for state funding reimbursement and students who qualify for state funding reimbursement (instate students and border state students, second term out of state students).

Non-reimbursable FTE- course is not approved for state funding reimbursement or the student clock hours do not qualify for state funding reimbursement (foreign students, students outside of the state other than border states in their first term of enrollment).

Goal: A result that the College is attempting to achieve. A desired organizational end-point, achieved through some sort of development. ***Answers the question: “Where do we want to go?”***

Reporting Unit Goal: A reporting unit goal that has been developed in collaboration with members of the reporting unit and which also aligns with one or more of the institutional strategic goals. Approved by the Reporting Unit Administrator/Supervisor.

Strategic Plan Goal: A goal that is developed by members of the College and the community then used for Strategic Planning

Graduation Rate: The proportion of students who enrolled in and subsequently completed a degree or certificate program compared to the original number of students (cohort) that enrolled at the end of the refund period.

Headcount: Numerical number of students enrolled in courses at Southwestern

Duplicated Headcount or Student Enrollment: The total number of students enrolled in all courses at Southwestern wherein the count is duplicated for students enrolled in more than one course.

Unduplicated Headcount or Unduplicated Enrollment: The total number of students enrolled in a single course or who have attended Southwestern having been counted only one time in the total figure.

HelpBox: Online system used to request Integrated Technology Services (ITS) support; requires a login and is available on the intranet. All ITS requests for assistance need to be logged

Indicator: The particular characteristic, dimension, or element you will be measuring to monitor in outcomes attainment. An indicator is a regularly produced measure that described a specified condition or result that the college can gather information on, examine and report on, and use regularly and systematically as a tool for planning, assessment and decision making.

Indicator of Achievement: The indicators identified by the institution to illustrate achievement of the mission.

Institutional Effectiveness: The process of articulating the mission of the college, setting goals, defining how the college and community will know when these goals are being met and using the data from assessment in an on-going cycle of planning and evaluation. (National Alliance of Community and Technical Colleges). It is the ability of the College to match its performance to the purposes established in its mission and vision statements (see Ewell, 1992) and to the needs and expectations of its stakeholders (see Alfred, 2005)

Licensure and Certification Pass Rates: Proportion of students who obtain licensure or certification in a career or technical program offering such option as compared to the original enrolled students (cohort) at the end of the refund period.

Means of Assessment or Measure: Method (direct or indirect – a tool) used to measure whether a desired outcome has been achieved.

Method: See [Assessment – Assessment Method](#)

Mission: Southwestern Oregon Community College serves the educational and cultural needs of our students and communities by providing access to quality education in a professional and engaging environment which supports innovation, sustainability and lifelong enrichment. Learning experiences are characterized by excellent teaching, support for student achievement and the enhancement of social and economic opportunities.

Mission Fulfillment: Southwestern demonstrates achievement of mission fulfillment by successfully meeting the objectives of our core themes. *Objective* performance is measured by setting annual target *benchmarks* for each core theme *indicator of success*. Core themes are mapped to individual indicators of success and reviewed each year for applicability, annual target benchmarks, and consideration of new or deletion of a measure.

NWCCU: Northwest Commission on Colleges and Universities

Objective: Describes the accomplishment of the indicator of achievement or planned priorities. Ex: Produce 4 quarterly reports and 2 annual reports.

Outcome:

Expected Learning Outcomes: “Learning Outcomes are statements of the knowledge, skills, and abilities the individual student possesses and can demonstrate upon completion of a learning experience or sequence of learning experiences (e.g., course, program, degree).” (League for

Innovation, 2001 at: http://www.league.org/league/projects/lcp/lcp3/Learning_Outcomes.htm) based on the work of Barr, McCabe, and Sifferlen

Administrative or Educational Unit Outcome: A culminating activity, product, or performance that can be measured. The results or evidence of students' experiences associated with the services provided by an administrative or educational unit. ***Answers the question: "What will the students GAIN or EXPECT from the experience/service provided?"***

Program Outcomes: All identified Student Learning Outcomes specific to the program, a culminating activity, product, or performance that can be measured. ***Answers the question, "What will the student be able to DO with what is learned in the program?"***

Student Learning Outcome: A culminating activity, product, or performance that can be measured. The results or evidence of students' learning experiences ***Answers the question, "What will the student be able to DO with what is learned in a course and/or program?"***

Performance after Transfer: The cumulative GPA achieved by students who originally enrolled at Southwestern during a specified year (cohort) who then transfer to an Oregon public four-year university compared to other students at the same university.

Persistence: a measure of the students who enroll for the first time at the beginning of one academic year and who are still enrolled at the beginning of the following year in at least one credit, but who have not yet graduated or completed a degree or certificate.

Placement Rates: The proportion of entering students who then obtain employment in a field directly related to that skill within one year of last attendance compared to the original number of enrolled students (cohort) at the end of the refund period.

Planning: The process by which the mission and goals of an institution are determined and the means to achieve them are specified. Institutional planning incorporates the institution's statement of purpose and comprehensive self-study with plans that take into account the possible need for modification of goals, clientele served, programs offered, educational methods employed, and modes of support utilized

Program: Instructional programs encompass all educational offerings including credentials, certificates (pathways, short-term and one-year) and two-year degrees with a breakdown by course of study and/or discipline. A systemic, usually sequential, grouping of courses forming a considerable part, or all, of the requirements for a degree or a credential. May refer to the total educational offering of an institution.

Program Review: Program review occurs every three years and the end product is a report compilation of three years' of data, which illustrates the level achieved by outcome and the effectiveness of the unit/department (program, degree, certificate, or administrative/educational support service provided to students) based on the synthesis and analysis of data showing internal and external trends.

Program review consists of four parts:

- 1) A comprehensive review of the unit outcomes;
- 2) The synthesis and analysis of the results of each outcome;
- 3) Review of the internal and external trends that impact the unit; and
- 4) The use of results for each outcome.

Related Instruction: A recognizable body of instruction in program-related areas of communication, computation, and human relations for applied or specialized associate degree or certificate programs of 30 semester credits or 45 quarter credits in length.

Reporting Unit: Management level reporting areas such as the President, Office of Instruction, Administrative Services, and the like.

Reporting Unit Goal: *See Goal*

Results: The culminating information related to a measure associated with an outcome or for yearly reporting. i.e. Data derived from measuring an outcome or objective.

Retention – Student cohort enrollment measured one year later

SENSE: Survey of Entering Student Engagement, a national survey

Statistic of Interest: Results in a statistical figure based on the defined criteria. *Example: The proportion of students who enrolled in and subsequently completed a degree or certificate program.*

Strategic Plan: The plans of the college associated with the strategic goals, including the annual priorities.

Strategic Plan Goal: *See Goal*

Status Updates: The update of accomplishment associated with the annual priorities to reflect what has been implemented, completed, or achieved during a given year.

Student Goal Attainment: A measure of students whose initial goals upon entering the college were met upon exit from the college.

Student Learning Outcome: *See Outcome*

Student Satisfaction Rate: The proportion of graduates whose college experience met or exceeded the expectations they held upon initial enrollment.

Summative Assessment: *See Assessment.*

Target: Target level identified for achievement/success - percentages and figures established for identified performance indicators. Includes: student performance standards - the level(s) of student competence in a content area; an actual measurement of group performance against an established standard at defined points along the path toward reaching the standard. Subsequent measurements of group performance use the target levels to measure progress toward achievement.

Transfer Degree Programs: *See Degree Program*

Transfer Rates: Proportion of an entering degree-enrolled, student cohort that enrolls in another college *within one year of leaving the college.*

Transfer-out-Rate: percentage of students previously enrolled at Southwestern who transfer to another college who were pursuing a credential, certificate or degree program

Transfer-out-Transfer Degree Rate: percentage of students **previously** enrolled at Southwestern ***in transfer degree programs*** who transfer to another college (AAOT, AS and ASOT)

Unit: generally defined as an academic, administrative or educational support area that has a budget unit associated with the area and that reports to a mid-management or upper-management level.

Use of Results: The planned improvements, enhancements or new items identified from the results, synthesis and analysis of the assessment process.

Vision: Southwestern's vision statement: Southwestern Leads and Inspires Lifelong Learning

References

Definition Resources (2010).

Definitions and language adapted from the Mt. San Antonio College Assessment Handbook, with permission, 2010

Retrieved from <http://ww2.gsu.edu/-wwwotc> (indicator and objective)

Retrieved from <http://assessment.tamu.edu/asmt/methods.htm>