Southwestern Oregon Community College

Review of Core Themes, Objectives and Indicators Working Document

Each year the college reviews the mission and mission fulfillment definition along with the core themes, objectives and indicators. The list of Core Themes and Objectives as well as the Success Indicators for 2014-15 that includes the achieved status are on the following pages including the links to the current reports. Identified changes for 2015-16 are listed along with suggested changes for 2016-17.

Have a suggestion for 2016-17? Add comments in the column for 2016-17 Suggested Refinements and return this document to rbunnell@socc.edu by **January 11th at noon**. Have a comment regarding the refinement for 2015-16? Add comments in the 2015-17 Refinements column. There are four new suggested indicators that are highlighted in yellow. Have any other comments for change? Just add your comments at the end of this document. Listed below is the current mission and mission fulfillment definition and how mission fulfillment is measured,

Mission

Southwestern's Mission was adopted by the Board of Education on November 19, 2012:

Southwestern Oregon Community College supports student achievement by providing
access to lifelong learning and community engagement in a sustainable manner.

Mission Fulfillment

Southwestern has defined mission fulfillment based on an established threshold:

The College will attain 70% of all indicators within the achieved or minimally achieved range.

Measuring Achievement

The achievement of each indicator is measured in terms of a range based on a corresponding threshold level and represented by an achievement status of:

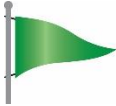Green—achieved   Yellow—minimally achieved   Red—not achieved

The threshold of Mission fulfillment is defined in terms of the Core Themes:
- Mission fulfillment is defined as attaining Core Theme fulfillment for each of the four Core Themes.
- Core Theme fulfillment is defined as attaining 70% of all the Core Theme's data indicators within the achieved or minimally achieved range.

- The minimum threshold of Mission fulfillment is defined as attaining 70% or better of all indicators within the achieved or minimally achieved range.

Learning and Achievement

Core Theme Learning and Achievement	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
Objective LA.1: Student demonstrate progress					
LA.1.1: SI 44 – Remedial Success Rate Measured by the percentage of students passing remedial Math or English courses with a C grade or better	Green: ≥ 60% Yellow: 48% up to 60% Red: < 48%	**62.04%** (nearly 3% higher than 2013-14)	🚩	None	Add New SI 47
LA.1.2: SI 28 - Progress – Credits Earned Measured by the percentage of program students earning 30 college credits in the academic year	Green: ≥ 23% Yellow: Between 18% and 23% Red: < 18%	**31.2%** (lower than prior year)	🚩	None	Compare to other colleges – who – how
LA.1.3: SI 47 – LDC and CTE Success Rate Measured by the percentage of students passing LDC and CTE courses with a C grade or better	NA	NA	NA	Set Thresholds: Green: 85% Yellow: Between 70% and 84% Red: Below 70%	New 1/27 – change to LDC/CTE Success Rate?
LA.1.4: SI 48 – Retention Rate **Measured by the cohort retention rate for first time freshman as reported to IPEDS**				Set Thresholds: G: 5% points or more above CC average Y: Between 5% below and 4% above the CC average R: 5% points pr more below CC average	
Objective LA.2: Students complete certificates, degrees, and transfer					

Core Theme Learning and Achievement	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
LA.2.1: SI 11 – Graduation Rate Measured by the number of students who earn degrees and certificates relative to the total program student enrollment from internal reports and state required reporting data Measured by the cohort 4 year graduation rate of first-time freshman as reported to IPEDS.	Green: ≥ 10% Yellow: 8% up to 10% Red: < 8%	**18.9%** (over 4 points higher than 2013-2014)		Working on wording to compare to other colleges/IPEDS See New wording in first column Set Thresholds: G: 3 or more percentage points above the Oregon CC average Y: Between 2.99 or more above the Oregon CC average and 2.99 or less percentage points below the Oregon CC average R: 3 or more percentage points below the Oregon CC average	15-16 Changes
LA.2.2: SI 27 - Licensing/Certification Rates Measured by the pass rate for national licensing tests compared to the Oregon state Key Performance Measurement - KPM 11 target from state reported data (Also measured within Achievement Compact)	Green: ≥ 93% Yellow: 78% up to 93% Red: < 78%	**95.4%** (2 points higher than 2013-2014)		1/27 – Sunset this indicator! Use Outcomes Measured by the percentage of students who pass technical skills assessments. No changes to thresholds. Change	15-16 Changes

Core Theme Learning and Achievement	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
LA.2.3: **SI 46 – Transfer Rates** Measured by the number of program students who transfer to four-year institutions relative to the total program student enrollment from transfer data reports Change to: Measured by the cohort transfer rate for first time freshman as reported to IPEDS.	Green: ≥ 14% Yellow: 10% up to 14% Red: < 10% Similar to graduation rate with percentage points above average	**16.4%** (slightly higher than 2013-2014)		Working on wording to compare to other colleges or to IPEDS Set Thresholds: G: 3 or more percentage points above the Oregon CC average Y: Between 2.99 or more above the Oregon CC average and 2.99 or less percentage points below the Oregon CC average R: 3 or more percentage points below the Oregon CC average	
Objective LA.3: Students demonstrate that they have met learning outcomes (eliminated the word "institutional" prior to the word learning)					
LA.3.1: **SI 8 - Employer Perceptions** - Measured by the average rating level for the overall rating of student employee job performance from data reported by employers as part of the internship process	Green: ≥ 4.25 Yellow: 3.5 to 4.25 Red: < 3.5	**4.69** (even with 2013-2014)		None	Compare other colleges/national data?
LA.3.2: **SI 13 - Student Technical Skills Outcomes** – **SI 13 - Student Learning Outcomes** – Measured by the percentage of students who demonstrate program and discipline outcomes and by the pass rate of students who have taken the Technical Skills Assessments (TSAS) as reported to the State of Oregon Data for Analysis System and the internal assessment for programs and disciplines Measured by the percentage of students who pass the Technical Skills Assessments (TSAS) as reported to the State of Oregon Data for Analysis System	Green: 80% Yellow: Between 70% and 79% Red: < 70%	**95.77%** (2 points higher than 2013-14)		1/27 – Changes next year. Working on wording for general student learning outcomes; potential new SI at the course and program level (SI 50)	No New – Implement in 15-16

2015-2016

Core Theme Learning and Achievement	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
SI 50: Program/Discipline Student Outcomes Assessment Measured by the percentage of programs/disciplines that demonstrate successful level of program/discipline outcomes achievement by their students based on measurements of key course assessments as recorded on the program assessment report forms.				FROM EOU: 1.1.2. Students demonstrate effective learning relative to Program Learning Outcomes (PLOs), as aligned with University Learning Outcomes (ULOs) % of sampled students achieving program learning meeting GEC Assessment at "Adequate" or "Proficient	
SI 51: General Education Student Outcomes Measured by the percentage of students who demonstrate general education student learning outcomes achievement based on scores achieved taking the ETS general education outcomes surveys. **Thresholds: G: Y: R:**				FROM EOU: 1.1.1. Students demonstrate effective learning relative to General Education Learning Outcomes (GLOs) % of sampled students achieving program learning as aligned with ULO outcomes	

Access

Core Theme Access	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
Objective A.1: Students access varied learning opportunities					
A.1.1: SI 2 – Enrollment Report Measured by the three-year average of all student enrollments	Green: 9600 or greater Yellow: Between 9200 - 9599 Red: Below 9200	**8,325** (9,192 in 2013-14)		None	Compare to other colleges? Does this measure access or should this change?
A.1.2: SI 3 – Course Offerings Measured by the average three-year total course enrollments	Green: 46,000 or greater Yellow: Between 41,000 – 45,999 Red: Below 41,000	**41,669** (44,544 in 2013-14)		None	Compare to other colleges? Does this measure access?
A.1.3: SI 35 – Foundation Support Measured by the three-year average amount of scholarships awarded as reported by the foundation from foundation-raised funds.	Green: $70,00 or greater Yellow: Between $40,000 and $69,000 Red: Less than $40,000	**$90,364** ($85,576 in 2013-2014)		None	

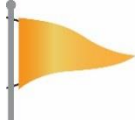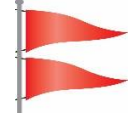| Core Theme Access	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
A.1.4: SI 39 – Institutional Financial Assistance Measured by the percent of institutional grant assistance provided as a three-year average reported to IPEDS compared to the IPEDS selected similar college cohort comparison group of full-time, first-time degree/certificate seeking students as the percentage point gap between Southwestern and comparison colleges.	Green: ≥ 10% Yellow: Between 0 % and 10% Red: < 0%	**31%** (3 lower than 2013-2014)	🚩	None	
Objective A.2: Students access services that support learning					
A.2.1: SI 5 - Student Engagement Activities - CCSSE Measured by the three-survey CCSSE benchmark average "Support for Learners"	Green: 55 and above Yellow: Between 45 and 54 Red: Below 45	Last Measured 2013-2014	Measured Every 3 Years Next Due: 2016-2017	None	Question group to add to survey?
A.2.2: SI 6 – Student Engagement Activities – SENSE (2012-2013 report) Measured by the three-survey combined SENSE benchmark for "Early Connections:, "Clear Academic Plan & Pathway", "Effective Track to Learning", and "Academic & Social Support Network"	Green: 55 and above Yellow: Between 45 and 54 Red: Below 45	Last Measured 2012-2013	Measured Every 3 Years Next Due: 2015-2016	None	Question group to add to survey for next administration in 2018-19?
A.2.3: SI 38 – Student Satisfaction and Opinion Measured by the aggregate data from surveys for The Student First Stop, Student Housing, Advising, ESPS, Tutoring, Financial Aid and other support services areas (not all surveys are administered each year)	Green: Average rating ≥ 4 Yellow: Average rating between 3 - 3.99 Red: Average rating < 3	**4.37** (First year measured)	🚩	None	Noel Levitz survey or continue to aggregate current surveys? Other options?
Objective A.3: Students access relevant curricula that support lifelong learning and achievement					
A.3.1: SI 14A – Structured Work Experience Measured by the percent of degree seeking students who participated in an internship within majors offering work experience calculated as a three-year average compared to the threshold	Green: ≥ 18% Yellow: Between 8% and 17% Red: Below 8%	**10.2%** (similar to 2013-2014)	🚩	None	Trish or Cody may have suggestions for changes; working on state comparison
A.3.2: SI 29 – Connections – High School Dual Enrolled Measured by the district percentage of dual enrolled high school students participating in high school connection opportunities (other measures: Achievement Compact) Measured by the district percentage of junior and seniors enrolled participating in high school connection opportunities	Green: ≥ 50% Yellow: Between 25% and 49% Below 25%	**21.83%** (slightly lower than 2013-2014)	🚩	Change how measured and set thresholds: Green: 20% Yellow: 10T – 19 % Red: Below 10%	

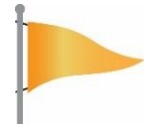| Core Theme Access	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
A.3.3: SI 37 – Graduate Survey Measured by the overall rating of student expectations and needs from internal survey data	Green: Average rating ≥ 4 Yellow: Average rating between 3 - 3.99 Red: Average rating < 3	**4.23** (.1 higher than 2013-2014)	🚩	None	

Community Engagement

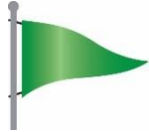| Core Theme Community Engagement	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
Objective CE.1: Southwestern serves our communities by providing quality training and business development to address the changing community workforce needs					
CE.1.1: SI 14B - Structured Work Experience Measured by the ratio of employers per student calculated as a three-year average compared to the threshold.	Green: ≥ 1:2 Yellow: Between 1:2.1 and 1:4 Red: < 1:4	**1:2.25** (Measured on participants in prior	🚩	None	Trish may have suggestions for change; working on state
CE.1.2: SI 26 - BITS Company Satisfaction Measured by the average rating of companies ranking customer service rating of training they received through community college Business and Industry Training System (BITS) from an internal survey	Green: Average rating ≥ 4 Yellow: Average rating 3 to 3.99 Red: Average rating < 3 On a 5 point scale	**5** (5 in 2013-2014)	🚩	Sunset – no longer a KPM measured by State; utilize SI 32	
CE.1.3: SI 32 – Training Participant Satisfaction Measured by the average rating for overall satisfaction with training of participant evaluations for workforce trainings that include contracted, short term, group facilitations trainings and open to the employee development public classes on the internal evaluation Measured by the average rating on the question for overall satisfaction from the Workforce Training survey.	Green: Average rating ≥ 4 Yellow: Average rating between 3 to 3.99 Red: Average rating < 3 On a 5 point scale	**4.68** (similar to 2013-2014)	🚩	Update to match new SI for community classes	15-16 Changes
CE.1.4: SI 33 – Service to Business Measured by the percentage of businesses served by the SBDC calculated as a three-year average compared to the national annual rate from internal reports/national data	Green: 2.5% or greater Yellow: Between 1.5% and 2.49% Red: Below 1.5%	**4.38%** (4.8% in 2012-2013)	🚩	None	

Core Theme Community Engagement	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
Objective CE.2: Southwestern provides our community members access to a wide range of quality, lifelong learning activities					
CE.2.1: SI 22A – Community Activities and Events Measured by the threshold level achieved for the percent of activities and events requested by the community compared to prior year from internal reports	Threshold being revised and under development during 2014-15	Not Measured in 2014-15	Next Due: 2015-16	Em is working on the wording and threshold levels.	
CE.2.2: SI 22B – Community Activities and Events Measured by the threshold level achieved on the rating level for facilities services from internal reports	Green: Average rating ≥ 4 Yellow: Average rating 3 to 3.99 Red: Average rating < 3	Not Measured in 2014-15	Next Due: 2015-16	Em is working on the wording and threshold levels	
CE.2.3: SI 34 – Staff Service to Community Measured by the percentage of staff engaging in or contributing to community service activities from the internal staff survey	Green: 65% to 100% Yellow: 45% to 64% Red: Below 45%	**98%** (4 higher than 2013-2014)	🚩 (green)	None	
CE.2.4: SI 49 – Lifelong Learning Participant Satisfaction Measured by the average rating on the question for overall satisfaction from the Community Education Class survey.		**NA**	New	New – Set Thresholds Green: Average rating ≥ 4 Yellow: Average rating between 3 to 3.99 Red: Average rating < 3 On a 5 point scale	
Objective CE.3: Our community members participate and contribute to the Foundation in support of the College					
CE.3.1: SI 42 – Foundation Annual Fundraising Measured by the three-year average amount of contributions, grants and scholarships raised from annual fundraising events as reported by the foundation from foundation-raised funds.	Green: $200,000 Yellow: Between $100,000 and $199,999 Red: Below $100,000	**$192,949.70** (Measurement changed in 2014-2015)	🚩 (yellow)	None	
CE.3.2: SI 43 – Foundation Endowments Measured by the three-year average amount of endowment funds raised as reported by the foundation from foundation-raised funds.	Green: $40,000 Yellow: Between $20,000 and $39,999 Red: Less than $20,000	**$62,951** (Nearly identical to 2013-2014)	🚩 (green)	None	
CE.3.3: SI 45 – Alumni Participation Measured by the three-year average of unduplicated alumni who give to the college foundation combined with alumni who participate in foundation activities and events as reported by the Foundation.	Green: 100 Yellow: Between 40 and 99 Red: Less than 40	**36** (Measurement changed in 2014-2015)	🚩 (red)	None	

Sustainability

Core Theme Sustainability	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
Objective S.1: Southwestern provides responsible fiscal management					
S.1.1: SI 15 - Fiscal Cash Flow Responsibilities Measured by the actual to the target amount as a percent associated with the threshold level achieved for the General Fund Ending Fund Balance as derived from final audited figures and Board of Education Reports removed the work unrestricted case from 3rd sentence after "balance"	Green: 85% to 100% Yellow: 70% to 84% Red: Below 70%	**148%** (119% in 2013-2014)		Remove unstrestricted cash from the calculation – retitle. No Changes to thresholds	
S.1.2: SI 16: -Fiscal Responsibilities – All Funds Measured by the threshold **A.** calculated as the ending fund balance to target ending fund balance for all funds from final audited figures **B.** for the current ratio of assets to liabilities from internal reports/final audited figures	A - Green: 85% to 100% Yellow: 70% to 84% Red: Below 70% B - Green: Greater than 1.50 Yellow: 1.00 to 1.49 Red: Below 1.00	**96%** (same in 2013-2014) **.57** (1.24 in 2013-2014)		None	
S.1.3: SI 17 - Fiscal Enterprise Fund Responsibilities Measured by the threshold level achieved from the combined ending fund balance with General Fund FTE contribution from internal reports and final audited figures Measured by the Enterprise Fund Operating Margin derived from Enterprise Fund combined operating income over gross revenue	Green: $500,00 Yellow: $300,000 - $499,999 Red: Below $300,000	**$662,372** ($588,169 in 2013-2014)		Measured by the Enterprise Fund Operating Margin derived from Enterprise Fund combined operating income over gross revenue No changes to thresholds	

Core Theme Sustainability	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
SI.1.4: SI 52 - Billing Credits – Suggested measurement and thresholds? Next Year **Sustainability Ratios for operations.** **Revenue Ratio** **Cost Ratio** **Flexibility Ratio**	NA	NA	NA	Implement in 15-16? 2/1/ Update – Not in 15-16	Implement in 16-17? FROM EOU: Sustainability Ratios for operations. **> Revenue Ratios 2017 Target Range** • % of state funding to total • 30-35% • State funding per student FTE • $3-4K • Non-regional FTE to total FTE • 5-15% • % growth in student FTE • 2-7% • % growth in non-resident tuition • 15-20% **> Cost Ratios** • % of personnel cost to total revenue • 75-78% • Personnel cost to student FTE • $9-10K • Increase in fund balance • 0-5% • Net operating income • 0-5% • Cost per FTE • <$11,200 **> Flexibility Ratios** • Total fund balance/total revenues • 5-10% • Net income to revenue • 0-5% **Objective 3.6: Ensure a sustainable university environment**
Objective S.2: Southwestern builds and maintains a sustainable infrastructure of human, technology, and facility resources					
S.2.1: SI 9 - Employee Satisfaction and Opinion Measured by the aggregate level of employee satisfaction and opinion ratings on the annual nationally normed survey Great Colleges to Work For	Green: 65% to 100% Yellow: 45% to 64% Red: Below 45%	**55%** (52% in 2013-2014)		None	
S.2.2: SI 19 - Infrastructure Equipment and Software Maintenance Measured by the percent of planned expenditures required to replace equipment and software according to the Integrated Technology Replacement Plan compared to the actual expenditures based on a three-year expenditure average from internal reports and general ledger expenditures	Green: 85% or greater Yellow: Between 70% -84% Red: Below 70%	**73.8%** (75.1% in 2013-2014)		None	

Core Theme Sustainability	2014-15 Threshold	2014-15 Achievement	Achievement Status	2015-16 Refinements	2016-17 Suggested Refinements
S.2.3: SI 20 - Infrastructure Maintenance Measured by the threshold level achieved for the percent of identified maintenance and safety projects completed. Projects are identified in the Master Facility Plan and Annual Budget book.	Green: 85% to 100% Yellow: 70% to 84% Red: Below 70%	**94%** (94% in 2013-2014; measurement changed)	🚩	None	
Objective S.3: Southwestern delivers viable quality instruction					
S.3.1: SI 40 – Program Quality Measured by the percentage of annually scheduled instructional programs for review that are completed based on internal program review schedule Measured by the percentage of academic programs/disciplines that score in the top two quintiles (>60 pts) using the SWOCC Program Viability scoring criteria (No change to threshold listed)	Green: 85% or greater Yellow: Between 70% - 84% Red: Below 70%	**95%** New process implanted in 2014-2015	🚩	Measured by the percentage of academic programs/disciplines that score in the top two quintiles (>60 pts) using the SWOCC Program Viability scoring criteria.	
S.3.2: SI 41 – Quality Instruction Measured by the annual percentage of full-time faculty being evaluated that earn a positive evaluation based on internal faculty evaluation schedule Measured by the student rating of faculty on the faculty survey	Green: 95% greater Yellow: Between 85% - 94% Red: Below 85%	**100%** (same in 2013-2014)	🚩	Sunset; does not measure effectiveness 2/1/ Update: Change how this is measured Set Thresholds: G: GE 4.25 Y: Between 3.0 and 4.24 R: Below 3.0	NA

Annual Assessment of Mission Fulfillment, Core Themes, Objectives, Indicators and Thresholds

The College completes an annual review of the core themes, objectives, and success indicators to discuss the purpose and meaning, validity and appropriateness and then makes any adjustments necessary to refine measuring Mission Fulfillment. The results are presented to the Board. The reviews are scheduled for completion during November and December of each year. Review process:

1. Board of Education reviews the Core Themes and indicators at the Board Retreat each year with recommendations for changes, if any made to Executive Team members who work

with lead report writers for potential changes;

2. Lead report writer works with programs and department staff directly impacted by the success indicator to review and recommend changes; information included within the success indicator report;
3. Academic and operational units review recommended changes and recommend any further changes to Institutional Managers group;
4. The Institutional Managers group reviews the SWOCC Core Themes and Objectives and discusses if changes are needed to further refine how core themes are measured as well as the relevance of the core themes and objectives. Recommendations for change are made to the College Council;
5. College Council conducts the final review and adopts changes based on feedback from all groups. Changes are sent to the Board of Education as informational and in the case of Core Theme changes approval.

Between October and December, the academic and operational areas led by the SI report lead reviewed all of the success indicators and recommended changes to refine and strengthen the indicators, measures and thresholds in order to provide stronger evidence to support mission fulfillment. The recommendations were reviewed by the Instructional Deans and the Administrative management team and then forwarded to the Managers group and College Council for a final review and implementation of the changes. The groups goal is to enhance the validity of the success indicators used to measure the level of Mission Fulfillment at the College. Changes are implemented in the next academic year and reporting cycle.

The College's effectiveness in evaluating its own mission fulfillment also requires an assessment tool. A draft Institutional Effectiveness Evaluation rubric will be used this spring to assess the mission fulfillment process.