Mission Fulfillment Overview – *Preliminary* Achievement in 2016-17

Southwestern's Mission was adopted by the Board of Education on November 19, 2012:
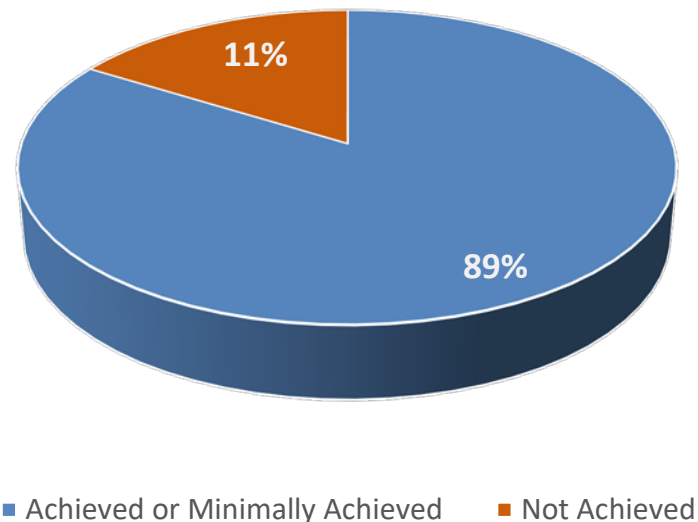
Southwestern Oregon Community College supports student achievement by providing access to lifelong learning and community engagement in a sustainable manner.

Mission Fulfillment

Southwestern achieved Mission Fulfillment with 89% of indicators resulting in a status of achieved (green) or minimally achieved (yellow) exceeding the minimum threshold of 70% for all indicators and **core theme achievement of 75% or higher** in each of the core themes. The success indicators measured in 2016-17 along with supporting data were used for a seventh year to determine mission fulfillment including achievement of the core theme objectives. Southwestern has defined mission fulfillment based on an established threshold:
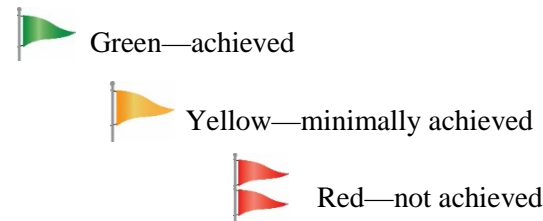
The College will attain 70% of all indicators within the achieved or minimally achieved range.

Mission Fulfillment Achievement

- Achieved or Minimally Achieved
- Not Achieved

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.

The mission fulfillment process is reviewed each year and is discussed in the last section of this report.

Summary of Achievement by Core Theme

The core theme fulfillment rate ranged from 75% to 100% meeting the mission fulfillment core theme threshold of 70% within all four core theme categories contributing toward the Mission Fulfillment rate of 89%. Of the 35 indicators measured in 2016-2017, 69% achieved a green status (24), 20% a yellow status (7), and 11% a red status (4). A total of 11 indicators are based on preliminary data with the final data available in late January 2018 as these indicators are associated with the audit and/or survey results.

Mission Fulfillment Threshold Achievement 2016-17

■ Achieved ■ Minimally Achieved ■ Not Achieved

Core Theme Achievement 2016-2017
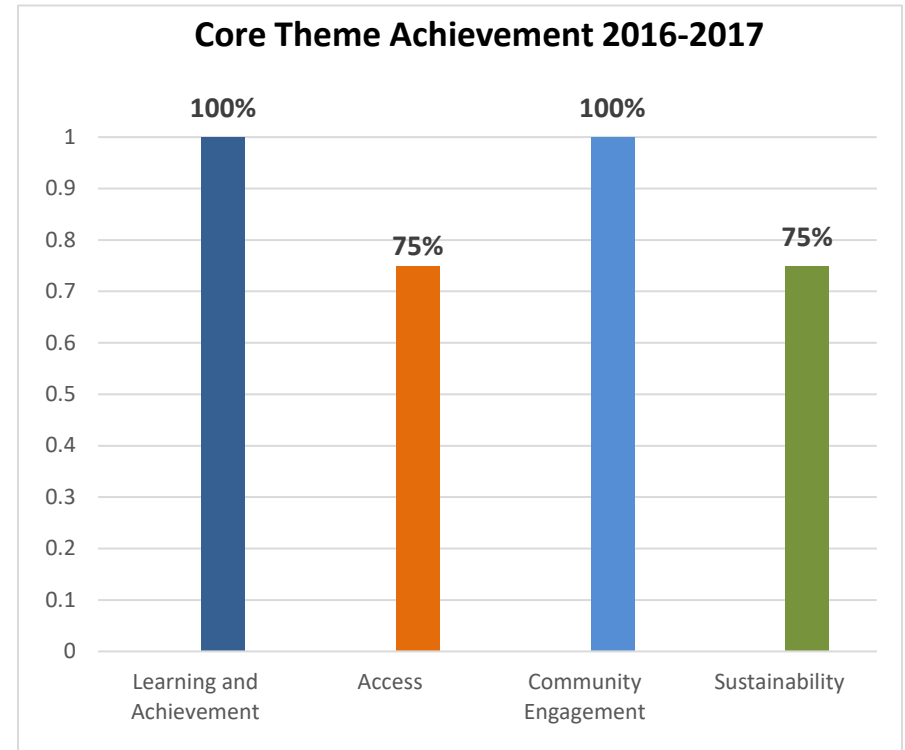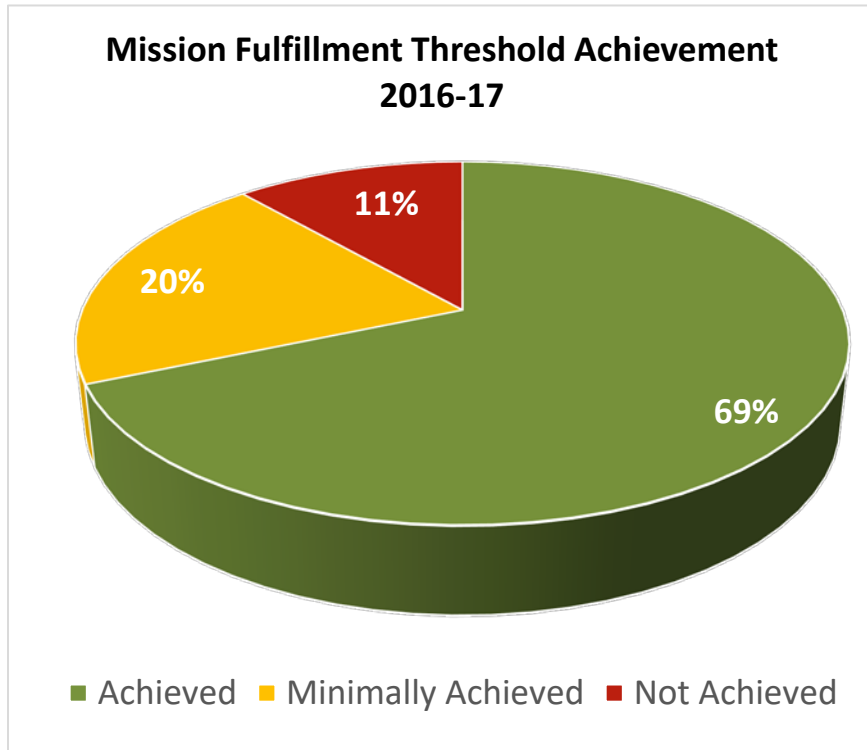
Learning and Achievement
- 11 indicators measured
- 7 within the green threshold
- 4 within the yellow threshold
- 0 within the red threshold

SI: 8, 11, 13, 28, 44, 46, 47, 48, 50, 51, and 53

Access
- 8 indicators measured
- 5 within the green threshold
- 1 within the yellow threshold
- 2 within the red threshold

SI: 2, 3, 14A, 29, 35, 37, 38 and 39

Community Engagement
- 8 indicators measured
- 7 within the green threshold
- 1 within the yellow threshold
- 0 within the red threshold

SI: 14B, 32, 33, 34, 42, 43, 45 and 49

Sustainability
- 8 indicators measured
- 5 within the green threshold
- 1 within the yellow threshold
- 2 within the red threshold

SI: 9, 15, 16A, 16B, 17, 19, 20 and 41

Reports, Data Review, and Planning

A written report for each success indicator includes achievement analysis, planned projects, budget impact, and identification of changes to the indicator, measurement of the indicator, or threshold values. Lead staff responsible for each indicator meet with campus staff to review and analyze the supporting data and identify the level of achievement as well as key data figures within the report, including supporting information from departments across campus. Detailed reports are available in late spring each year, after the initial planning and budget request process. The Institutional Strategic Plan and operational project plans are developed for the 2018-2019 academic year based on data contained in this report and from program reviews.

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 winter/spring term. 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. Subcommittee of faculty, staff and students review recommended changes and recommend any further changes to Institutional Managers group;
5. 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;
6. 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.

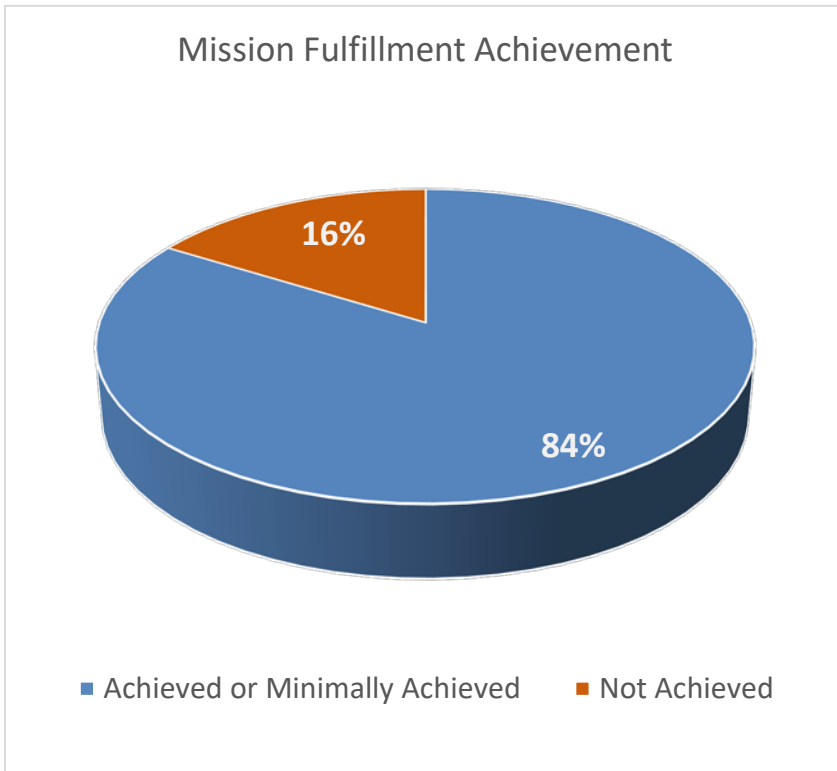## Achievement in 2015-16 with Strategic Plan 2017-2018

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 achieved Mission Fulfillment with 84% of indicators resulting in a status of achieved (green) or minimally achieved (yellow) exceeding the minimum threshold of 70% for all indicators and **core theme achievement of 78% or higher** in each of the core themes. The success indicators measured in 2015-16 along with supporting data were used for a sixth year to determine mission fulfillment including achievement of the core theme objectives. 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.

Mission Fulfillment Achievement

16%

84%

■ Achieved or Minimally Achieved   ■ Not Achieved

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:
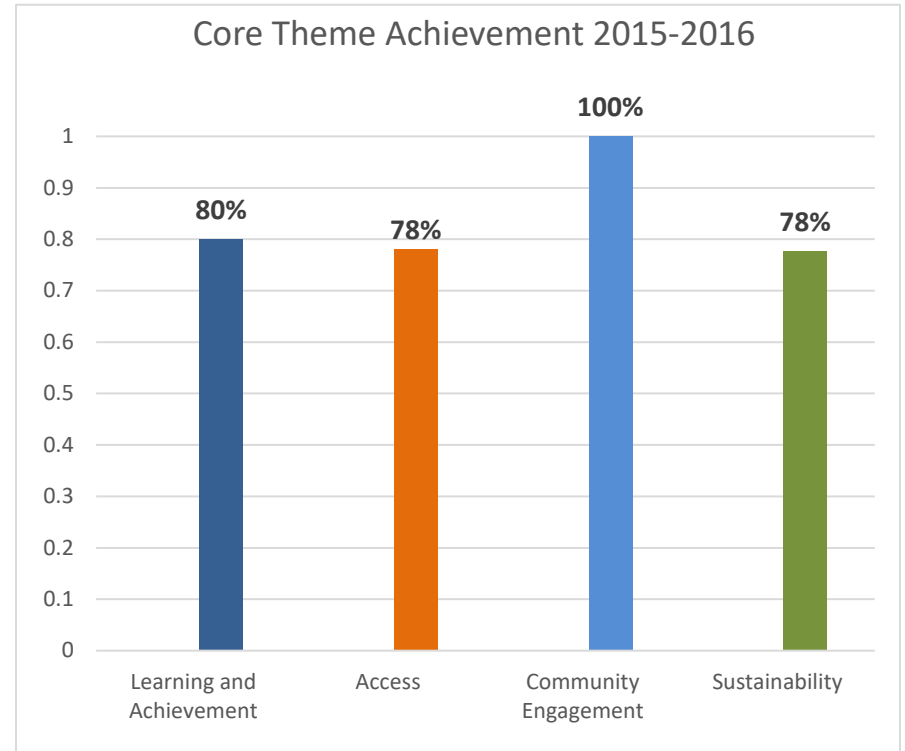
Green—achieved

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.

The mission fulfillment process is reviewed each year and is discussed in the last section of this report.

Summary of Achievement by Core Theme

The core theme fulfillment rate ranged from 78% to 100% meeting the mission fulfillment core theme threshold of 70% within all four core theme categories contributing toward the Mission Fulfillment rate of 84%. Of the 37 indicators measured in 2015-2016, 67.6% achieved a green status (25), 16.2% a yellow status (6), and 16.2% a red status (6).

Mission Fulfillment Threshold Achievement 2015-16

- 16.2%
- 16.2%
- 67.6%

Achieved ■ Minimally Achieved ■ Not Achieved

Core Theme Achievement 2015-2016

- Learning and Achievement: 80%
- Access: 78%
- Community Engagement: 100%
- Sustainability: 78%
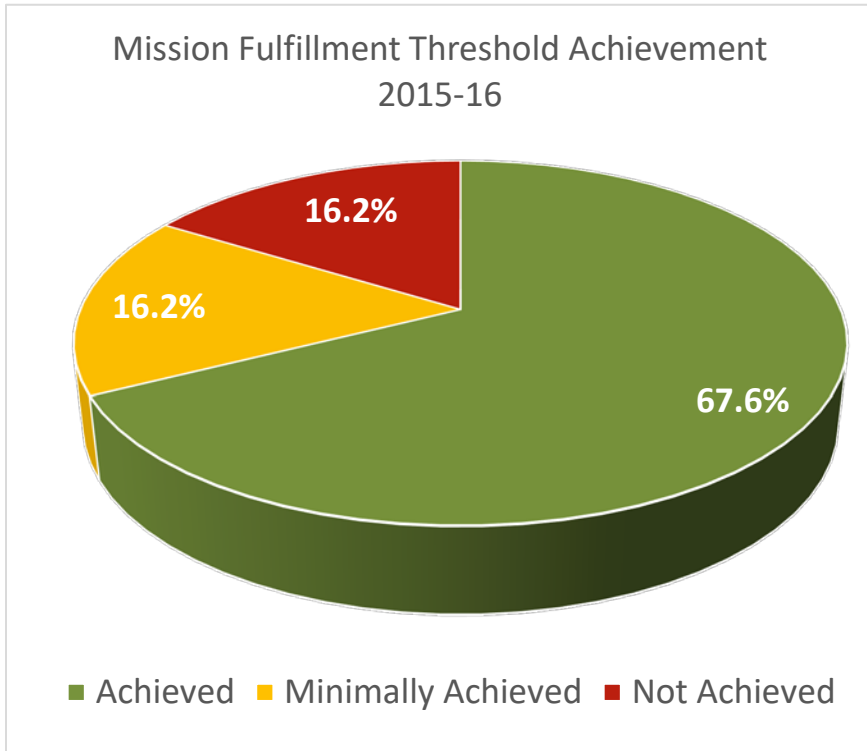
Learning and Achievement
- 10 indicators measured
- 7 within the green threshold
- 1 within the yellow threshold
- 2 within the red threshold

SI: 8, 11, 13, 28, 44, 46, 47, 48, 50 and 51

Access
- 9 indicators measured
- 5 within the green threshold
- 2 within the yellow threshold
- 2 within the red threshold

SI: 2, 3, 6, 14A, 29, 35, 37, 38 and 39

Community Engagement
- 9 indicators measured
- 8 within the green threshold
- 1 within the yellow threshold
- 0 within the red threshold

SI: 14B, 22A, 32, 33, 34, 42, 43, 45 and 49

Sustainability
- 9 indicators measured
- 5 within the green threshold
- 2 within the yellow threshold
- 2 within the red threshold

SI: 9, 15, 16A, 16B, 17, 19, 20, 40, and 41

Reports, Data Review, and Planning

A written report for each success indicator includes achievement analysis, planned projects, budget impact, and identification of changes to the indicator, measurement of the indicator, or threshold values. Lead staff responsible for each indicator meet with campus staff to review and analyze the supporting data and identify the level of achievement as well as key data figures within the report, including supporting information from departments across campus. Detailed reports are available in late spring each year, after the initial planning and budget request process. The Institutional Strategic Plan and operational project plans are developed for 2017-2018 based on this report.

Institutional Strategic Plan: 2017-2018

The **Strategic Plan** projects are derived from the program reviews conducted across campus and from the planning process that occurs at the unit, reporting unit, functional areas, and institutional levels of the College. Planning and project development provide the basis for the administration to allocate resources, adapt to changes in the environment, and coordinate activities leading to fulfillment of the College Mission.

Core Theme	Objective	Strategic Plan Project
Learning & Achievement	**LA.1: Students demonstrate progress**	**LA.1.1SP:** Statewide Developmental Education Recommendation Implementation and Developmental delivery options **(SI 44)**
		LA.1.2SP: Title III persistence and retention projects implementation **(SI 28, SI 47 and SI 48)**
	LA.2: Students complete certificates, degrees, and transfer degrees, and transfer	**LA.2.1SP:** Identify program enhancements to increase student success and improve student completion **(SI 11, SI 46)**
		LA.2.2SP: Credit for Prior Learning Project – process development **(SI 11)**
		LA.2.3SP: Title III Student Success projects implementation **(SI 11 and SI 46)**
	LA.3: Students demonstrate that they have met learning outcomes	**LA.3.1SP:** Outcomes Assessment – Multi-State Collaborative and Program Student Learning Outcomes **(SI 50 and SI 51)**
		LA.3.2SP: Course and program outcomes development **(SI 8, SI 13 and SI 50)**

Access	**A.1: Students access varied learning opportunities**	**A.1.1SP:** Enhance opportunities for students to access learning opportunities (dual credit, articulated agreements, extended 4-year campus) **(SI 2, SI 3, SI 35 and SI 39**)
	A.2: Students access services that support learning	**A.2.1SP:** Title III student support project implementation to enhance and improve student services; lean audit process change implementation **(SI 38)**
		A.2.2SP: Advising and placement policy and process development **(SI 5, SI 6 and SI 38)**
	A.3: Students access relevant curricula that support lifelong learning and achievement	**A.3.1SP:** New Program and Course Development (degree/certificate programs, community education opportunities, student engagement activities, etc.) **(SI 14A, SI 29, and SI 37**)
Community Engagement	**CE.1: Southwestern serves our communities by providing quality training and business development to address the changing community workforce needs**	**CE.1.1SP:** Develop new training and business development programs based on participant survey feedback and other community needs **(SI 14B, SI 32, and SI 33)**
	CE.2: Southwestern provides our community members access to a wide range of quality, lifelong learning opportunities	**CE.2.1SP:** Enhance Internal and External Relationships- Encourage people to serve on state level committees and belong to organizations related to position both on-campus and off-campus. **(SI 34)**
		CE.2.2SP: Student and staff support and engage in community activities – both on-campus and off-campus **(SI 22A, SI 22B, SI 34)**
	CE.3: Our community members participate and contribute to the Foundation in support of the college	**CE.3.1SP:** Promote the value of contributing to the Foundation and identify sources of support for new programs and the Health & Science Building **(SI 42, SI 43, SI 45)**
Sustainability	**S.1: Southwestern provides responsible fiscal management**	**S.1.1SP**: Multi-year budget process integrated with planning **(SI 15 and SI 17)**
		S.1.2SP: Enhance the planning process by fully integrating into the budget process based on mission fulfillment success indicator planning, academic and facility planning, ITS planning, Strategic Enrollment Management planning, and program review planning (academic and operational) including implementation of LiveText **(SI 16A, SI 16B, SI 17)**
	S.2: Southwestern builds and maintains a sustainable	**S.2.1SP:** Ensure compliance and submit required reports consistent with accreditation requirements, HEOA, federal and state requirements, grant requirements and the like. **(Compliance)**

	infrastructure of human, technology, and facility resources	**S.2.2SP:** Complete the transition to administrative policies/procedures and review of policies and procedures at the department level **(Compliance)**
		S.2.3SP: Implement campus-wide plans including redesigning existing processes (Academic Master Plan, ITS Plan, Planning software, Enrollment Management Plan, etc.); Strategic Plan process redesign **(SI 19 and SI 20)**
		S.2.4SP: Planning work on new Health & Science Building **(AMP, FMP)**
		S.2.5SP: Foster positive relationships between faculty, staff, and administration and provide professional development and staff development opportunities. **(SI 9)**
	S3: Southwestern delivers viable quality instruction	**S.3.1SP:** Program Review implementation with integrated planning and budgeting and rollout of LiveText **(SI 40)**
		S.3.2SP: Program Viability implementation **(SI 40)**

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