

**Report:** Assessment Cycle Details for : Southwestern Oregon Community College  
**Report Generated by Taskstream**  
**Workspace:** Mission Fulfillment Report 2015-16 to 2019-20  
**Assessment Plan:** 2016-2017 Reports: Success Indicators (SIs) and Success Indicator Achievement Based on 2016-2017 Data  
**Assessment Plan Template:** Mission Fulfillment Report Template  
**Filtered by:** Core Theme Objectives and Success Indicators 2016-2017; Objective S.1: Southwestern provides responsible fiscal management: S.1.1: SI 15 – General Fund Ending Fund Balance, S.1.2A: SI 16A -Fiscal Responsibilities – All Funds, S.1.2B: SI 16B -Fiscal Responsibilities – All Funds, S.1.3: SI 17 - Fiscal Enterprise Fund Responsibilities  
**Report Generated:** Tuesday, March 13, 2018

**Measures and Findings**

**Core Themes and Objectives**

**✦ Sustainability**

S: Sustainability is represented by the statement meeting the needs of today without sacrificing the needs of the future. Southwestern recognizes that a strong infrastructure of all resources supports all the other Core Themes to achieve solid instructional and student services programs. Southwestern is dedicated to sustaining all of our resources: human, fiscal, technological, and physical.

**Objective S.1: Southwestern provides responsible fiscal management**

**Mapped to:**

- **Core Theme Objectives and Success Indicators 2015-2016:**  
S.1.1: SI 15 – General Fund Unrestricted Cash, S.1.2A: SI 16A - Fiscal Responsibilities – All Funds, S.1.2B: SI 16B - Fiscal Responsibilities – All Funds, S.1.3: S 17 - Fiscal Enterprise Fund Responsibilities,
- **Core Theme Objectives and Success Indicators 2016-2017:**  
S.1.1: SI 15 – General Fund Ending Fund Balance, S.1.2A: SI 16A - Fiscal Responsibilities – All Funds, S.1.2B: SI 16B -Fiscal Responsibilities – All Funds, S.1.3: SI 17 - Fiscal Enterprise Fund Responsibilities,
- **Core Theme Objectives and Success Indicators 2017-2018:**  
S.1.1: SI 15 – General Fund Ending Fund Balance, S.1.2A: SI 16A -

**Measure**

*S.1.1: SI 15 – General Fund Ending Fund Balance*

**INSTITUTION LEVEL; DIRECT - OTHER**

**Indicator (Measurement):**

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

**Thresholds:**

Green: 100% or greater  
 Yellow: Between 85% and 99%  
 Red: Less than 85%

**Purpose and Meaning:**

Supports responsible fiscal management of the general fund by a combination of achieving a positive cash flow throughout the year and meeting the target ending-fund-balance for the general fund. Meeting this measure indicates the control of daily operating expenditures and liabilities and in totality, the implementation of the planned general fund budget of revenue and expenditures were realizable.

**Key/Responsible Personnel:**

Executive Director Business Services

**Supporting Attachments:**

Fiscal Responsibilities – All Funds,  
S.1.2B: SI 16B -Fiscal  
Responsibilities – All Funds, S.1.3:  
SI 17 - Fiscal Enterprise Fund  
Responsibilities,

- **Core Themes and Objectives 2015-2016 to 2019-2020: S1:** Southwestern provides responsible fiscal management,
- **Mission Fulfillment Core Themes:** Sustainability, Sustainability, Sustainability, Sustainability

## ***Findings***

### *for S.1.1: SI 15 – General Fund Ending Fund Balance*

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#### **Summary of Findings:**

Threshold Achieved: 2016-17 of 230% / Green

2016-17 reported a major increase in the ending fund balance for the General Fund, ending the year at \$4,132,242. This was largely due to increases in property tax revenues, state funds, and issuing short-term operating debt in conjunction with refunding of old bonds and a reduction in overall spending.

Property tax revenues were up 3%, state funds rose slightly by \$24k, and short-term debt was issued in the amount of \$1.5 million. Overall spending was down by \$1.8 million.

#### **Thresholds:**

Exceeded

#### **Reflection, Analysis and Data Evidence:**

After removing outstanding short-term debt of \$1.5 million the College's true ending fund balance closed the fiscal year 16-17 at just over \$2.6 million. As long as the College continues to spend wisely, actively recruit students and implement new in "demand programs", revenues from tuition and fees as well as the State Reimbursement will continue to rise adding to a strong ending fund balance for the General Fund.

Keeping a strong ending fund balance in the General Fund of \$2.5 million and over aids in the College's ability to meet obligations that may arise from economic factors or unexpected events.

#### **Substantiating Evidence:**

 SI 15: 2016-2017 Charts and Tables (Excel Workbook (Open XML))

## ***Measure***

### *S.1.2A: SI 16A -Fiscal Responsibilities – All Funds*

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#### **INSTITUTION LEVEL; DIRECT - OTHER**

#### **Indicator (Measurement):**

Measured by the threshold calculated as the ending fund balance to target ending fund balance for all funds from final audited figures

#### **Thresholds:**

Green: 100% or greater

Yellow: Between 70% to 84%

Red: Less than 70%

#### **Purpose and Meaning:**

Focuses on the fiscal stability of all funds managed by the college with indicator by measuring the ending-fund-balance of all the funds. Achieving the target goals for each fund shows the diligent management of the entire budget for the College and that all the funds were well managed and the planned budget was well thought-out and realizable. Indicator S.1.3 supports the Objective by identifying the college's assets and liabilities to determine

the ratio trending to meet long-term sustainability and future liabilities. The data is from the annual financial audit report.

**Key/Responsible Personnel:**

Executive Director Business Services

**Supporting Attachments:**

## ***Findings***

### *for S.1.2A: SI 16A -Fiscal Responsibilities – All Funds*

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**Summary of Findings:**

Threshold Achieved: 336%

FY16/17 saw an exceptionally higher fund balance of \$13.4 million than the predicted balance of \$3.8 million. This was due to obtaining loans of \$5 million and donations in excess of \$3.3 million for the Health & Science building. If you remove the Health and Science financial data we are left with \$5.1 ending fund balance for all funds.


**Thresholds:**

Exceeded

**Reflection, Analysis and Data Evidence:**

A large percentage of the balance is in the plant fund for the Health and Science building. The general fund was at \$4.1 million as state revenue and property tax collections were above the budgeted amount. Refunding reduced the debt service significantly. Due to the solid ending fund balance, there was no operational loan proceeds required.

**Substantiating Evidence:**

 SI 16A and SI 16B: 2016-2017 Charts and Tables (Excel Workbook (Open XML))

## ***Measure***

### *S.1.2B: SI 16B -Fiscal Responsibilities – All Funds*

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**INSTITUTION LEVEL; DIRECT - OTHER**

**Indicator (Measurement):**

Measured by the threshold for the current ratio of assets to liabilities from internal reports/final audited figures

**Thresholds:**

Green: Greater than 2.49

Yellow: 1.00 to 2.49

Red: Less than 1.00

**Purpose and Meaning:**

Focuses on the fiscal stability of all funds managed by the college through identifying the College's current assets and liabilities then determining the ratio that indicates the College's ability to meet current obligations and future liabilities. The data is obtained from the annual financial audit report.

**Key/Responsible Personnel:**

**Supporting Attachments:**

***Findings***

*for S.1.2B: SI 16B -Fiscal Responsibilities – All Funds*

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**Summary of Findings:**

Threshold Achievement: 2.73

FY16/17 reported a current ratio of 2.73 which means that for every dollar of current liabilities the College had \$2.73 of current assets. However, we have to be mindful of \$8.3 million of the current assets are restricted for the Health & Science building construction.

**Thresholds:**

Exceeded

**Reflection, Analysis and Data Evidence:**

The college is liquid enough to meet current obligations and most expenses for unexpected events with our current assets. The liquidity is dependent upon enrollment figures for tuition and fee revenues as well as state reimbursements to continue to meet cash flow requirements and to maintain higher current ratio.

**Substantiating Evidence:**

 SI 16A and SI 16: 2016-2017 Charts and Tables (Excel Workbook (Open XML))

***Measure***

*S.1.3: S 17 - Fiscal Enterprise Fund Responsibilities*

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**INSTITUTION LEVEL; DIRECT - OTHER**

**Indicator (Measurement):**

Measured by the Enterprise Fund Operating Margin derived from Enterprise Fund combined operating income over gross [sic net] revenue

**Thresholds:**

Green: Over 15%

Yellow: 10% to 15%

Red: Less than 10%

**Purpose and Meaning:**

Supports the responsible fiscal management by the endeavors in the Enterprise Fund to show self-support through a positive ending fund balance and a steady FTE contribution to the General Fund. State support is dependent on FTE and is received as revenue in the general fund.

**Key/Responsible Personnel:**

Executive Director Business Services

**Supporting Attachments:**

## ***Findings***

### ***for S.1.3: S 17 - Fiscal Enterprise Fund Responsibilities***

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#### **Summary of Findings:**

Threshold Achievement: 3%, just over \$200,000

FY15/16 and FY16/17 had operating margins for enterprise funds less than our thresholds. Education being different from private industries may require a revision to our thresholds. We still need to be proactive in achieving a high positive net operating revenue over expenditures.

#### **Thresholds:**

Not Met

#### **Reflection, Analysis and Data Evidence:**

The college is focusing on the following:

- 1) Increase student housing occupancy with a positive impact on dining services
- 2) Increase enrollment at OCC1
- 3) REEF project
- 4) Newmark Center occupancy
- 5) Bookstore continues to explore revenue generating options

#### **Substantiating Evidence:**

 SI 17: 2016-2017 Charts and Tables (Excel Workbook (Open XML))