



Southwestern Oregon Community College

Mission Fulfillment 2012-13

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 90% of indicators resulting in a status of achieved (green) or minimally achieved (yellow) exceeding the minimum threshold of 70% for all indicators as well as the 70% threshold within each core theme. The [success indicators measured](#) in 2012-13 along with supporting data were used for a third 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.

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, or 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.

Summary of Achievement

All four core theme indicators had a core theme achievement rate in excess of 85% contributing toward Mission Fulfillment. Of the 29 indicators measured in 2012-2013, 66% achieved a green status (19), 24% a yellow status (7), and 10% a red status (3).

Core Theme	Indicators Measured	Indicators Achieved 2012-13	Percent Achieved
Learning and Achievement (SI 11, 27, 28, 44, and 46)	5	5	100%
Access (SI 2, 3, 6, 14A, 29, 35, 37, and 39)	8	7	88%
Community Engagement (SI 14B, 26, 33, 34, 42, 43, and 45)	7	6	86%
Sustainability (SI 9, 15, 16A, 16B, 17, 19, 20, 40, and 41)	9	8	89%
Mission Fulfillment Achievement	29	26	90%

There were seven success indicators that were not measured in 2012-13 with 6 scheduled to have baseline data gathered or revisions to the measurement and thresholds set for future years and one indicator was not measured given the cycle of survey administration of the indicator (SI: 5 – Student Engagement Activities - CCSSE). These indicators were not included in the calculation of mission fulfillment.

Reports, Data Review, and Planning

A written report for each success indicator includes achievement analysis, planning projects, budget impact, and identification of changes to the indicator, measurement of the threshold, or threshold values (hyperlinks to all reports are linked to the indicator list within the Core Theme Achievement section). Lead staff responsible for each indicator review and analyze the supporting data and identify the level of achievement as well as key data figures within the report. In several instances, refinement of thresholds as well as clarification of methods used to measure an indicator were addressed within the report in response to NWCCU recommendations of the peer evaluators to the Year One Report submitted in March of 2012. The success indicator reports include a section to list the plans for the future based on the data and overall achievement. The major projects identified for inclusion in the [strategic plan](#) and within unit/department plans focused on:

- Achieving the Dream work to increase developmental math and writing course success rates
- Commit to Complete strategies to encourage students to successfully complete their degrees/goals
- Continued work on the Academic Master Plan and related plans for Enrollment Management
- Focus on multiple strategies to support faculty and staff development as well as campus climate activities
- Continued commitment to fiscal responsibility and seeking additional resources through grants and other methods to support planned projects
- Identification of strategies to improve achievement of the success indicators including strategies to enhance programs and services
- Commitment to review the current instructional-related success indicators, specifically measurement and thresholds, with the new Vice President of Instruction and Student Services

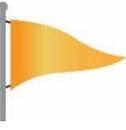
Core Theme Achievement

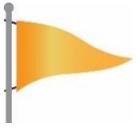
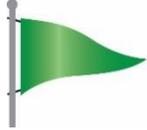
The Core Theme Learning and Achievement demonstrated a 100% achievement rate based on the five indicators measured with one indicator falling within the yellow threshold range. One indicator, SI8 – Employer Perception, established the baseline data and thresholds determined for future year evaluation. Work continues within the instructional areas to define student learning outcomes for measurement of SI 12 with a method of measurement and thresholds to be set for measurement by 2014. Objective LA.1 and LA.2 include indicators that are aligned with the Achievement Compact as well as Achieving the Dream/Commit to Complete and supports Oregon’s 40-40-20 Goals.

Core Theme Learning and Achievement	2012-13 Benchmark	2012-13 Achievement	Achievement Status
Objective LA.1: Student demonstrate progress			
LA.1.1: SI 44 - Remediation Measured by the percentage of students passing remedial Math or English courses with a C grade or better compared to the three year	Green: 60% or greater Yellow: Between 48% and 60% Red: Below 48%	57%	
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% or greater Yellow: Between 18% and 23% Red: Below 18%	29%	
Objective LA.2: Students complete certificates, degrees, and transfer			
LA.2.1: SI 11 - Completion Measured by the number of degrees and certificates awarded relative to the total program student enrollment from internal reports and state OCCURS	Green: 10% or greater Yellow: Between 8% and 10% Red: Below 8%	12.8%	
LA.2.2: SI 27 - Licensing/Certification Rates Measured by the pass rate for national licensing tests compared to national pass rates from state OCCURS data (other measures: State KPM 11 and Achievement Compact)	Green: 80% or greater Yellow: Between 70% and 80% Red: Below 70%	93%	
LA.2.3: SI 46 – Student Transfer Measured by the number of program students who transfer to four-year institutions relative to the total program student enrollment from transfer data reports	Green: 14% or greater Yellow: Between 10% and 14% Red: Below 10%	19%	

Objective LA.3: Students demonstrate that they have met institutional learning outcomes			
LA.3.1: SI 8 - Employer Perceptions - Not Measured in 2012-13 Measured by the average ratings level met or exceeded on the Employer Satisfaction and Opinion Survey from data reported by employers as part of the internship process	Set Thresholds in 2012-13: Green: ≥ 4.25 Yellow: 3.5 to 4.25 Red: < 3.5	4.37 Achievement used to set thresholds	Next Due: 2013-14
LA.3.2: SI 12 - Student Learning Outcomes – Not Measured in 2012-13 Measured by Subject Area Committees annual assessment reports	Refining and setting thresholds for 2013-14	Green: Graduates meet or exceed established performance levels Yellow: 80% of graduates meet or exceed established performance levels Red: $< 80\%$ of graduates meet or exceed established performance levels	Next Due: 2013-14
Core Theme Achievement	5 Measured	5 Achieved	100%

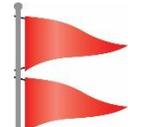
The Core Theme Access demonstrated a 88% achievement rate based on the eight indicators measured with two indicators falling within the yellow threshold range and one indicator fell into the red range. Several indicators within this core theme are aligned with the Achievement Compact, with State KPI's, or National surveys that focus the use of the results on student success. Additionally, a new indicator for 2012-13 emphasizes the importance of financial support for students by measuring the support provided by the Foundation for student scholarships.

Core Theme Access	2012-13 Benchmark	2012-13 Achievement	Achievement Status
Objective A.1: Students access varied learning opportunities			
A.1.1: SI 2 – Enrollment Report Measured by the percent change over a three-year average year, sorted by enrollment status from OCCURS data	Green: 1% or greater Yellow: Between – 5% to 1% Red: Below 5%	-6.4%	
A.1.2: SI 3 – Course Offerings Measured by the percent of change over a three-year average, sorted by location and demographic status from OCCURS data	Green: 1% or greater Yellow: Between – 5% to 1% Red: Below 5%	-2.8%	
A.1.3: SI 35 – Foundation Support Measured by the amount of scholarships awarded to students compared to a three year average from foundation raised funds, data from internal reports	Green: 5% or greater Yellow: Between 0% and 5% Red: Below 0%	73%	
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.	Green: 5% or greater Yellow: Between 0% and 5% Red: Below 0%	38%	
Objective A.2: Students access services that support learning			
A.2.1: SI 5 - Student Engagement Activities - CCSSE – Not Measured in 2012-13 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: 2010-11	Next Due: 2013-14

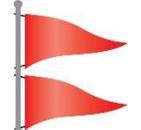
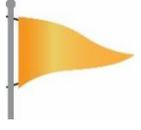
<p>A.2.2: SI 6 – Student Engagement Activities – SENSE Measured by SENSE benchmark thresholds “Early Connections”, “Clear Academic Plan & Pathway”, “Effective Track to College Readiness”, and “Academic & Social Support Network” combined compared to the three-survey average that was met or exceeded</p>	Green: 55 or greater Yellow: Between 45 and 54 Red: Below 45	48.1	
<p>A.2.3: SI 38 – Student Satisfaction and Opinion – Not Measured in 2013-14 Measured by the - this is under development and is an aggregate of data from surveys for the first stop, housing, and ESPS areas</p>	Under Development	To Be Set	Next Due: 2013-14
Objective A.3: Students access relevant curricula that support lifelong learning and achievement			
<p>A.3.1: SI 14A – Structured Work Experience Measured by the percent of majors represented by students participating in work experience compared to a three-year average, sorted by program</p>	Green: ≥ 3% Yellow: Between -2% and 2.99% Red: < -2%	11%	
<p>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 compared to a three-year average from internal reports (other measures: State KPM 17 and Achievement Compact)</p>	Green: 7.5% or greater Yellow: Between 4% and 7.4% Red: Below 4%	19.5%	
<p>A.3.3: SI 37 – Graduate Survey Measured by the average rating compared to the three-year average rating of student expectations and needs from internal survey data</p>	Green: Rating ≥ 4 Yellow: Rating between 3.00 and 3.99 Red: Rating < 3	4.23	
Core Theme Achievement	8 Measured	7 Achieved	88%

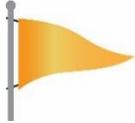
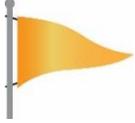
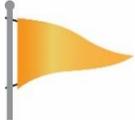
Achievement for the Community Engagement core theme was 86% with six of seven indicators falling within the achieved range and one indicator within the red. Several new indicators were included for measurement in 2012-13 focusing on service to business, staff service to community, and foundation endeavors that provide financial support students.

Core Theme Community Engagement	2012-13 Threshold	2012-13 Achievement	Achievement Status
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 percent of change in number of participating employers from year to year compared to a three-year average that met or exceeded the threshold from internal reports	Green: 3% or greater Yellow: Between -2% and 2.99% Red: Below < -2%	30%	
CE.1.2: SI 26 - BITS Company Satisfaction Measured by the companies ranking training they received through community college Business and Industry Training System (BITS) from an internal survey – (Other measures: State KPM 10)	Green: Average rating ≥ 4 Yellow: Average rating 3 to 3.99 Red: Average rating < 3	5	
CE.1.3: SI 32 – Training Participant Satisfaction Measured by participant evaluations of BITS training that include contracted, short term, group facilitations trainings and open to the employee development public classes on the internal evaluation	Green: Average rating ≥ 4 Yellow: Average rating between 3 to 3.99 Red: Average rating < 3	Developed Survey in 2012-2013 for pilot testing	Next Due: 2013-14
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%	4.8%	
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 percent of activities and events requested compared to prior year threshold met or exceeded	Threshold being revised and under development during 2012-13	Not Measured in 2012-13	Next Due: 2013-14
CE.2.2: SI 22B – Community Activities and Events Measured by 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 2012-13	Next Due: 2013-14

Core Theme Community Engagement	2012-13 Threshold	2012-13 Achievement	Achievement Status
<p>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</p>	Green: ≥ 65% Yellow: 45% to 64% Red: Average rating 45%	87%	
Objective CE.3: Our community members participate and contribute to the Foundation in support of the College			
<p>CE.3.1: SI 42 – Foundation Annual Fundraising Measured by the amount of scholarship raised from annual fundraising events from internal reports and audited final figures</p>	Green: 5% or greater Yellow: Between -5% to 5% Red: Below - 5%	11%	
<p>CE.3.2: SI 43 – Foundation Endowments Measured by the amount of endowment funds raised by the foundation compared to a three year average</p>	Green: 5% or greater Yellow: Between -5% to 5% Red: Below - 5%	61%	
<p>CE.3.3: SI 45 – Alumni Participation Measured by the percent of alumni giving to the college compared to a three year average</p>	Green: 5% or greater Yellow: Between -5% to 5% Red: Below - 5%	-68%	
Core Theme Achievement	7 Measured	6 Achieved	86%

The Core Theme Objectives for Sustainability demonstrated an achievement rate of 89% with four indicators falling within the green threshold and four falling within the yellow threshold while there was one indicator that dipped into the red. It is evident that the focus on fiscal stability by all staff at the college has contributed toward the achievement of the financial-related success indicators. One indicator in support of Objective 2 was added for 2012-13 and emphasizes the importance of employee satisfaction at the college. Objective 3 is new in 2012-13 with the focus on instructional sustainability of programs and faculty.

Core Theme Sustainability	2012-13 Threshold	2012-13 Achievement	Achievement Status
Objective S.1: Southwestern provides responsible fiscal management			
S.1.1: SI 15 - Fiscal Cash Flow Responsibilities Measured by the Cash Flow Statement and the general fund ending fund balance threshold from final audited figures	Green: 85% or greater Yellow: Between 70% to 84% Red: Below 70%	97%	
S.1.2: SI 16: -Fiscal Responsibilities – All Funds Measured by the threshold	A: Green: 85% or greater Yellow: Between 70% to 84% Red: Below 70% B: Green: Greater than 1.50 Yellow: 1.00 to 1.49 Red: Below 1.00	100% + .93	 
S.1.3: SI 17 - Fiscal Enterprise Fund Responsibilities Measured by the combined ending fund balance with General Fund FTE contribution from internal reports and final audited figures	Green: Greater than \$700,00 Yellow: \$300,000 - \$699,999 Red: Below \$300,000	\$716,267	
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% or greater Yellow: Between 45% to 64% Red: Below 45%	54%	

<p>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</p>	<p>Green: 85% or greater Yellow: 70% and 84% Red: Below 70%</p>	<p>74.5%</p>	
<p>S.2.3: SI 20 - Infrastructure Maintenance Measured by the percent of identified maintenance and safety projects completed. Projects are identified in the Master Facility Plan and Annual Budget book.</p>	<p>Green: 85% or greater Yellow: Between 70% to 85% Red: Below 70%</p>	<p>75%</p>	
<p>Objective S.3: Southwestern delivers viable quality instruction</p>			
<p>S.3.1: SI 40 – Program Quality and Design Measured by the percentage of annually scheduled programs for review that are completed based on internal program review schedule</p>	<p>Green: 85% or greater Yellow: 70% and 84% Red: Below 70%</p>	<p>73.1%</p>	
<p>S.3.2: SI 41 – Quality Instruction Measured by the annual percentage of faculty being evaluated that earn a positive evaluation based on internal faculty evaluation schedule</p>	<p>Green: 95% or greater Yellow: Between 85% and 94% Red: Below 85%</p>	<p>100%</p>	
<p>Core Theme Achievement</p>	<p>9 Measured</p>	<p>8 Achieved</p>	<p>89%</p>

Updated: 4/13/2015 SI 13 as LA.3.2 (Changed from LA.2.2)

Southwestern Oregon Community College does not discriminate on the basis of race, color, gender, sexual orientation, marital status, religion, national origin, age, disability status, gender identity, or protected veterans in employment, education, or activities as set forth in compliance with federal and state statutes and regulations.