Southwestern Oregon Community College

Mission Fulfillment Overview

Achievement in 2013-14

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 91% 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 88% or higher** for all core themes. The success indicators measured in 2013-14 along with supporting data were used for a fourth 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   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 88% to 100% exceeding the mission fulfillment core theme threshold of 70% within all four core theme categories contributing toward the Mission Fulfillment rate of 91%. Of the 32 indicators measured in 2013-2014, 66% achieved a green status (21), 25% a yellow status (8), and 9% a red status (3).

Core Theme	Indicators Achieved 2013-14	Indicators Measured 2013-14	Percent Achieved
Learning and Achievement (SI: **8, 11, 13, 27, 28, 44 and 46**)	7	7	100%
Access (SI: **2, 3, 5, 14A, 29, 35, 37 and 39**)	7	8	88%
Community Engagement (SI: **14B, 26, 32, 33, 34, 42, 43 and45**)	7	8	88%
Sustainability (SI: **9, 15, 16A, 16B, 17, 19, 20, 40 and 41**)	8	9	89%
Mission Fulfillment Achievement	**29**	**32**	**91%**

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 (hyperlinks to all reports are linked to the indicator list within the Core Theme Achievement section of this report). 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, including supporting information from departments across campus. In several instances, refinement of thresholds as well as clarification of methods used to measure an indicator were addressed within individual reports. The continual process to review indicators and how the indicator is measured along with thresholds occurs each year and specifically addresses the 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:
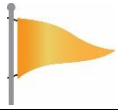
- Workgroups participating in a statewide Developmental Education Redesign for math, writing, and reading
- Commit to Complete strategies to encourage students to successfully complete their degrees/goals
- Focus on multiple strategies to support faculty and staff development as well as campus climate activities
- Finalizing and implementation of the Academic Master Plan
- Continued commitment to fiscal responsibility and seeking additional resources through grants and other methods to support planned projects
- Pilot the new processes for instructional program review and operational review in preparation for the 2015 accreditation visit and implementation of the comprehensive assessment, planning, budgeting, and review software, PerformanceCloud
- Identification of strategies to improve achievement levels of success indicators including strategies to enhance programs and services

Core Theme Achievement

The **Core Theme Learning and Achievement** recorded a 100% achievement rate based on the seven indicators measured with only one indicator falling within the yellow threshold range. Achievement increased for five of the indicators (one indicator does not compare to the prior year due to changes made in 2013-2014). To further increase achievement of this core theme, faculty and staff identified the following planned projects as a result of the program reviews and data analysis (all projects are integrated into program, operational, and the academic master plan).

- Continued work within developmental education to align standards as a state and an assessment of the math redesign to support improvements within SI 11, 28 and 44. Partial funding for this project comes from the TAACCT grant.
- The College is focused on increasing persistence and completion with projects identified for a first-year experience to support students, particularly part-time student who have the lowest retention and completion rates to support improvements within SI 11, 28, 44 and 46. These efforts are part of the Achieving the Dream work and will be included in the Title III grant request in Spring 2015.
- Significant work has occurred over the last two years associated with the assessment of student learning outcomes with the enhanced program review process piloted this last year with further enhancements scheduled during 2014-2015. These adjustment support SI 8, 13 and 27. PerformanceCloud was purchased with TAACCT grant funds to support a user-friendly and streamlined data collection and reporting process.
- The process to record technical skills attainment is scheduled for review to ensure all students are identified and reported. Increased completions in this area validate student learning outcomes have been achieved and essential to the fiscal stability of Southwestern given the future state funding model Additional skills assessments are also being considered to support SI 8 13 and 27.

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. There were no changes to the objectives as a result of the annual review of the mission fulfillment process (see last section of this report). There were four indicators (8, 11, 13, and 27) where either the measurement and/or the thresholds were refined. Work continues within the instructional areas to define student learning outcomes for measurement of SI 13 with a method of measurement and thresholds expanding beyond the CTE Technical Skills Assessment measurement reported for this year to a measurement that is inclusive of all student learning outcomes.

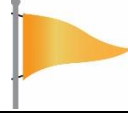| Core Theme Learning and Achievement	2013-14 Threshold	2013-14 Achievement	Achievement Status
Objective LA.1: Student demonstrate progress			
LA.1.1: SI 44 - Remediation Measured by the percentage of students passing remedial Math or English courses with a C grade or better	Green: ≥ 60% Yellow: 48% up to 60% Red: < 48%	**59.4%** (2.4% higher than 2012-13)	
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 22% Red: Below 18%	**38.5%** (9.5% higher than 2012-2013)	

Core Theme Learning and Achievement	2013-14 Threshold	2013-14 Achievement	Achievement Status
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 required reporting data	Green: 10% or greater Yellow: 8% up to 10% Red: Below 8%	**14.2%** (1.4% higher than 2012-2013)	
LA.2.2: SI 27 - Licensing/Certification Rates Measured by the pass rate for national licensing tests compared to national pass rates from state data (other measures: State KPM 11 and Achievement Compact)	Green: 93% or greater Yellow: 78% up to 93% Red: Below 78%	**93.3%** (.3% higher than 2012-2013)	
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% Yellow: 10% up to 14% Red: < 10%	**16.32%** (2.68% lower than 2012-2013)	
Objective LA.3: Students demonstrate that they have met institutional learning outcomes			
LA.3.1: SI 8 - Employer Perceptions - Measured by the average ratings level on the Employer Satisfaction and Opinion Survey from data reported by employers as part of the internship process (5 point scale)	Green: ≥ 4.25 Yellow: 3.5 to 4.25 Red: < 3.5	**4.67** (.30 higher than 2012-2013)	
LA.3.2: SI 13 - Student Learning Outcomes – Measured by the pass rate of students who have taken the Technical Skills Assessments as reported to the State of Oregon Data for Analysis System.	Green: 93% Yellow: Between 78% and 92% Red: < 78%	**93.62%** (previously measured differently)	
Core Theme Achievement	**7 Measured**	**7 Achieved**	**100%**

The **Core Theme Access** recorded a 88% achievement rate based on the eight indicators measured with three indicators falling within the yellow threshold range and one indicator fell into the red range. Enrollments for students involved in high school college learning opportunities increased this last year although the other indicators either experienced decreases or changes to how the measurement is reported. Projects planned as a result of the program review and data analysis and incorporated into program, operational, and the academic master plan include:

- First year experience based on CCSSE results with a focus on part-time students; supports SI 2, 5, 6 and 38. Partial funding available from the TAACCT grant and specific activities to be included in the TIII 2015 application.
- The Foundation identified key areas to increase donations and ultimately the amount of student scholarships awarded including the inaugural Uncorking Opportunities fundraiser at OCCI. The Roseburg Challenge Grant campaign reached the halfway mark in support of the Forestry program, funds from the campaign are one way the Foundation provides access to additional learning opportunities for students. These efforts support SI 2, 3, 35, and 39.
- Enrollment management plan is in draft form with implementation scheduled for 2015 that includes a new marketing approach. Projects support SI 2, 3, 14A, 29, 35, 38, and 39.

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. There were two indicators that were refined for the 2014-2015 reporting cycle (SI 3 and SI 38) to improve the validity of the measure. There were no changes to the objectives.

Core Theme Access	2013-14 Threshold	2013-14 Achievement	Achievement Status
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	**9192** (Measured on percentage in prior years)	
A.1.2: SI 3 – Course Offerings Measured by the average three-year total course enrollments, sorted by location and demographic status from state reported data	Green: 46,000 or greater Yellow: Between 41,000 – 45,999 Red: Below 41,000	**44,544** (Measured on percentage in prior years)	
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 $35,000 and $70,000 Red: Less than $35,000	**$85,576** (Measured on percentage in prior years)	

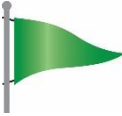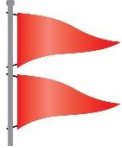| Core Theme Access	2013-14 Threshold	2013-14 Achievement	Achievement Status
A.1.4: SI 39 – Institutional Financial Assistance Measured by the percent of institutional grant assistance provided as a three-year average reported to IPEDS compared to the IPEDS selected similar college cohort comparison group of full-time, first-time degree/certificate seeking students as the percentage point gap between Southwestern and comparison colleges.	Green: 10 percentage points or greater Yellow: Between 0 and 10 percentage points Red: Below 0 percentage points	**34%** (4% lower than 2012-2013)	🟢
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	**47** (48 average last survey administration)	🟡
A.2.2: SI 6 – Student Engagement Activities – SENSE (2012-2013 report) 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	Green: 55 and above Yellow: Between 45 and 54 Red: Below 45	Last Measured 2012-2013	Measured Every 3 Years Next Due: 2015-2016
A.2.3: SI 38 – Student Satisfaction and Opinion Measured by the - this is under development and is an aggregate of data from surveys for the first stop, housing, and ESPS areas	Under Development	Not Measured in 2013-14	Next Due: 2014-15
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 in majors offering work experience calculated as a three-year average compared to the threshold	Green: 18% or greater Yellow: Between 8% and 17% Red: Below 8%	**10.5%** (.5% lower than 2012-2013)	🟡
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: State KPM 17 and Achievement Compact)	Green: 20% or greater Yellow: Between 10% and 19.99% Red: Below 10%	**22.45%** (2.95 higher than 2012-2013)	🟢
A.3.3: SI 37 – Graduate Survey Measured by the overall rating of student expectations and needs from internal survey data	Green: Rating ≥ 4 Yellow: Rating between 3.00 and 3.99 Red: Rating < 3	**4.14** (.09 lower than 2012-2013)	🟢
Core Theme Achievement	**8 Measured**	**7 Achieved**	**88%**

Achievement for the **Community Engageme**nt core theme was 88% with seven of eight indicators falling within the achieved range with one indicator each within yellow and 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. The way these indicators were measured and the associated thresholds were further refined in 2013-2014. The community continues to partner with the College to offer activities and events with more than 400 events held on campus (SI 22). Specific training and business development opportunities designed to meet the changing community workforce needs planned for 2014-15 were identified (SI 14B, 26, 32 and 33).

- Partnering with our EMT faculty to offer ACLS
- New workforce trainings throughout the medical community and partnering with Allied Health faculty in offering targeted trainings to hospitals and clinics
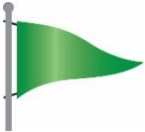- Focused strategies to increase internship and work experience opportunities

The Executive Director of the Foundation and Grant Resources position was filled this last year and the focus of the Foundation in 2014-15 is to increase financial assistance for students (SI42, 43, and 45)
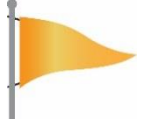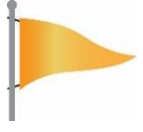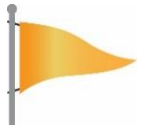
- Inaugural foundation fundraising event: Uncorking Opportunity in January at OCCI
- Foundation to implement the campaign plans for the Health & Science Building
- The Foundation staff plans to connect with donors to complete their pledges
- The Laker Club and the new Director will address strategies to engage alumni in campus activities
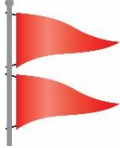
Core Theme Community Engagement	2013-14 Threshold	2013-14 Achievement	Achievement Status
Objective CE.1: Southwestern serves our communities by providing quality training and business development to address the changing community workforce needs			
CE.1.1: SI 14B - Structured Work Experience Measured by the number of participating employers calculated as a three-year average compared to the threshold	Green: 100 Yellow: Between 45 and 99 Red: Below 45	**110** (Measured on percentage in prior years)	
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 $\geq$ 4 Yellow: Average rating 3 to 3.99 Red: Average rating < 3 On a 5 point scale	**5** (5 in 2012-2013)	
CE.1.3: SI 32 – Training Participant Satisfaction Measured by participant evaluations of workforce trainings that include contracted, short term, group facilitations trainings and open to the employee development public classes on the internal evaluation	Green: Average rating $\geq$ 4 Yellow: Average rating between 3 to 3.99 Red: Average rating < 3 On a 5 point scale	**4.73** (first year measured)	

Core Theme Community Engagement	2013-14 Threshold	2013-14 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.1.4: 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)	🚩
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 2013-14	Not Measured in 2013-14	Next Due: 2014-15
CE.2.2: SI 22B – Community Activities and Events Measured by the rating level for facilities services threshold met or exceeded	Green: Average rating ≥ 4 Yellow: Average rating 3 to 3.99 Red: Average rating < 3	Not Measured in 2013-14	Next Due: 2014-15
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% Yellow: 45% to 64% Red: < 45%	**94%** (87% in 2012-2013)	🚩
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 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	**$95,371.33** (Measured on percentage in prior years)	🚩
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 $30,000 and $39,999 Red: Below $30,000	**$62,924** (Measured on percentage in prior years)	🚩
CE.3.3: SI 45 – Alumni Participation Measured by the three-year average of alumni giving to the college as reported by the Foundation.	Green: 100 Yellow: Between 40 and 99 Red: Below 40	**82** (Measured on percentage in prior years)	🚩
Core Theme Achievement	**8 Measured**	**7 Achieved**	**88%**

The Core Theme Objectives for **Sustainability** recorded an achievement rate of 89% with five indicators falling within the green threshold and three 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. A key project in 2014-15 is the review of the Master Facilities Plan. Several projects across campus require the plan to be updated so that purposeful building remodels occur to support the learning environment. Funds form the TAACCT grant partially paid for the ABE/GED remodel on the 3rd floor of Tioga, increasing access and student engagement opportunities. The College implemented a new academic program review process and timing in 2013-14 with all academic programs and operational units put on a four-year cycle for program review. A program review template with a consistent set of data was developed and piloted during 2013-14 and implemented for all academic programs and operational units in 2014-15. Student learning outcomes assessment is the focus for 2014-15 supporting the quality instruction indicator (SI 40). The budgeting process for 2015-16 will include projects identified in the academic program review process and the annual review of the operational checklist.

Core Theme Sustainability	2013-14 Threshold	2013-14 Achievement	Achievement Status
Objective S.1: Southwestern provides responsible fiscal management			
S.1.1: SI 15 – General Fund Unrestricted Cash Measured by the actual to the target amount as a percent associated with the threshold level achieved for the General Fund Ending Fund Balance and Unrestricted Cash balance as derived from final audited figures and Board of Education Reports	Green: 85% or greater Yellow: 70% to 84% Red: Below 70%	**119%** (97% in 2012-2013)	

Core Theme Sustainability	2013-14 Threshold	2013-14 Achievement	Achievement Status
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% or greater Yellow: 70% to 84% Red: Below 70% **B** - Green: Greater than 1.50 Yellow: 1.00 to 1.49 Red: Below 1.00	**100%** + (same in 2012-2013) **1.26** (.93 in 2012-2013)	
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	Green: Greater than $500,00 Yellow: $300,000 - $499,999 Red: Below $300,000	**$588,169** ($716,267 in 2012-2013)	
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% and 64% Red: Below 45%	**52%** (54% in 2012-2013)	
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% and 84% Red: Below 70%	**75.1%** (74.5% in 2012-2013)	
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% or greater Yellow: Between 70% to 85% Red: Below 70%	**94%** (75% in 2012-2013)	

Core Theme Sustainability	2013-14 Threshold	2013-14 Achievement	Achievement Status
Objective S.3: Southwestern delivers viable quality instruction			
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	Green: 85% or greater Yellow: Between 70% and 84% Red: Below 70%	**0%** Process Pending Refinement (73.1% in 2012-2013)	
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	Green: 95% or greater Yellow: Between 85% and 94% Red: Below 85%	**100%** (same in 2012-2013)	
Core Theme Achievement	**9 Measured**	**8 Achieved**	**89%**

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 their validity and appropriateness and to make any adjustments felt necessary. The results are presented to the Board. This review was last completed in December 2014. The Institutional Managers group reviewed the SWOCC Core Themes and Objectives and discussed if changes were needed to make them more relevant or valid. The group felt the Core Themes were still valid and represent a strong connection to the College mission, especially since all four core themes are contained within the College Mission Statement. There was one suggested change to Objective 3 under the Community Engagement (CE.3) core theme. The group decided to make the objective more generic by taking "to the Foundation" out of the statement, making the revised objective "Our community members participate and contribute to the College".

Between December 2014 and January 2015, the Institutional Managers group reviewed all of the success indicators, making changes to strengthen the measures and thresholds to provide more evidence to support mission fulfillment. Fifteen indicators (42%) out of the 36 total success indicators will have changes made to the measures and/or thresholds with another six indicators still pending refinement of the measurement and/or threshold. All thresholds were reviewed and when possible based on national, state or community college comparable benchmarks. The group feels this will enhance the validity of the success indicators used to measure the level of Mission Fulfillment at the College. These changes will be implemented for the 2014-15 reporting cycle and will further strengthen the level of evidence to assess mission fulfillment and sustainability. 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 summer to assess the mission fulfillment process.

Updated: 4/13/2015 – Table cell alignment/title/SI 34 report link; SI 13 LA.3.2, SI 5 A.2.1, and SI 14A A.3.1 – measurement description was updated to accurately reflect 13-14 measurement; SI 17 – S.1.3 – threshold and achievement status flag and associated overall indicator threshold flag count/percent.