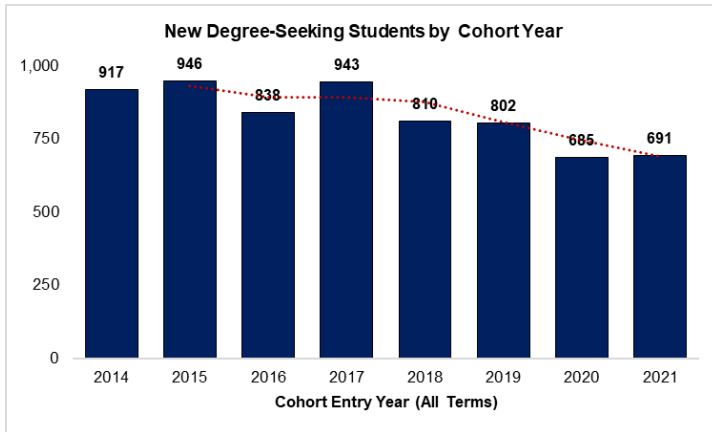


Mission fulfillment is defined by achievement of two strategic priorities: Enrollment and Student Success. Each of these two priorities are measured by two, high-level indicators of overall achievement, based on the outcomes for annual cohorts of new, degree-seeking students. College Council oversees monitoring of these high-level metrics. Southwestern’s Data Team will examine a range of more detailed measures that underly results of the mission fulfillment metrics, and provide recommendation to the College Council throughout the monitoring cycle.

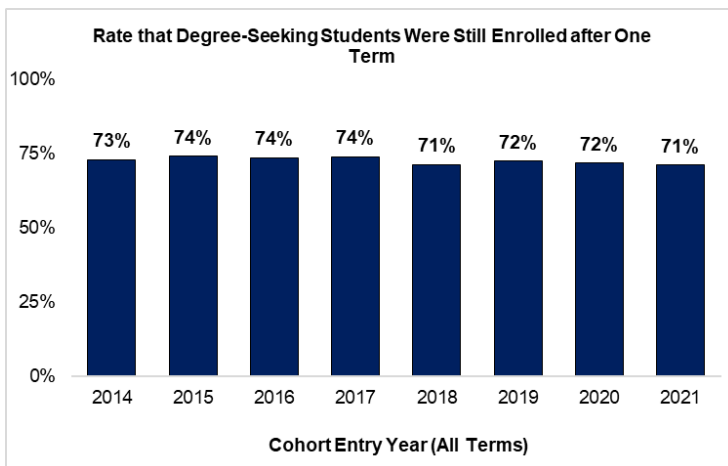
Enrollment, Measured by New Enrollment of Degree-Seeking Students



Cohort Year	New Enrollments	% Change	
		from Prior	% Change from Yr1
2014	917	0%	0
2015	946	3%	3%
2016	838	-11%	-9%
2017	943	13%	3%
2018	810	-14%	-12%
2019	802	-1%	-13%
2020	685	-15%	-25%
2021	691	1%	-25%

Enrollment of new degree-seeking students began declining steadily prior to the disruption of the COVID-19 pandemic. Increasing enrollments to the average enrollment of the five most recent years (2017 through 2021, mean = 786) by the 2025-26 academic year would restore the student base to 2018 levels by 2026. Demographic shifts may require College leaders to re-evaluate enrollment goals by academic 2026.

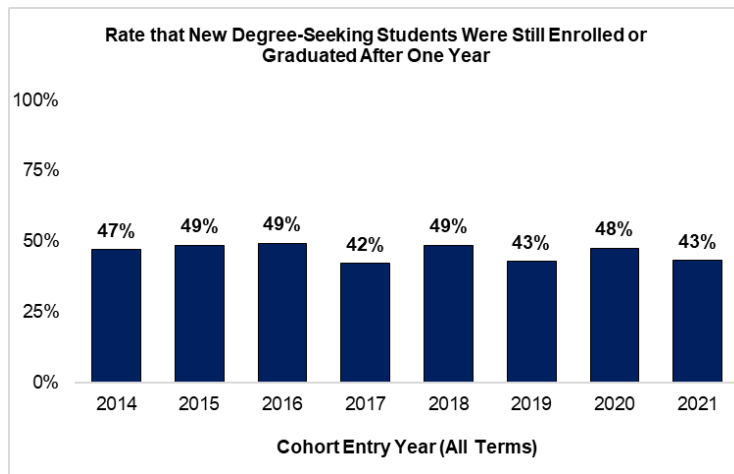
Enrollment, Measured by One-Term Persistence



Cohort Year	Total N	Percent	Count
2014	917	73%	669
2015	946	74%	700
2016	838	74%	616
2017	943	74%	697
2018	810	71%	577
2019	802	72%	581
2020	685	72%	492
2021	691	71%	491

The rate that degree-seeking students continued from one-term to a second term generally held steady among those who enrolled prior to the pandemic, though slipped in 2018-19. By the 2021 cohort year nearly a third of learners new to degree-seeking programs did not progress to a second term (29 percent). To increase graduation rates three percent above the average of the five cohort years for which graduation outcomes can be measured most recently (2014 through 2018), first-term persistence must be increased an additional three percent above its average for the same time period (2014-15 through 2018-19 = 75 percent). To reach that goal, the rate of attrition between students’ first and second terms needs to be reduced by at least one percent each year.

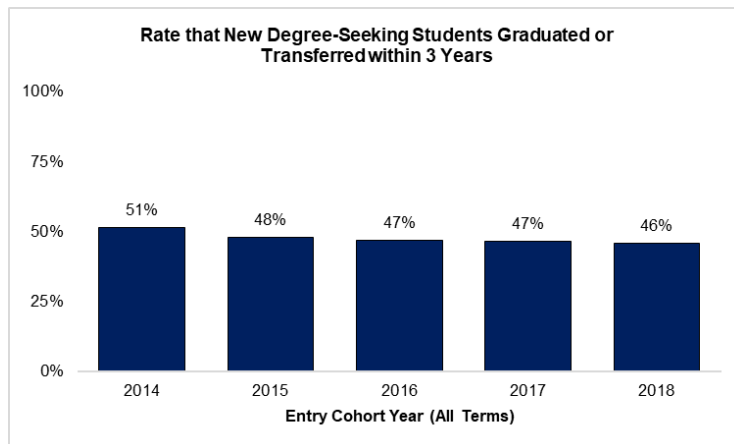
Student Success, Measured by One-Year Retention or Graduation



Cohort Year	Total N	Percent	Count
2014	917	47%	431
2015	946	49%	459
2016	838	49%	413
2017	943	42%	398
2018	810	49%	394
2019	802	43%	344
2020	685	48%	326
2021	691	43%	298

First-year retention has fluctuated more than first-term persistence, though still hovers at less than half of all new degree-seeking students for the five most recent cohorts (2017 through 2021, mean = 45 percent). Matching the goal to increase graduation rates three percent above the average rate for the five most recent cohort years for which outcomes are possible to measure, will require increasing one-year retention rates by a comparable rate to 48 percent before the end of this planning cycle. This goal can be achieved by improving first-year outcomes by at least one percent each year.

Student Success, Measured by Three-Year Graduation or Transfer Rate



Cohort Year	Total N	Percent	Count
2014	917	51%	471
2015	946	48%	454
2016	838	47%	393
2017	943	47%	440
2018	810	46%	371

For degree-seeking students who intend to earn an associate's or bachelor's degree, the primary outcome of interest is graduation or transfer to another college in a timely fashion. Three years is the standard by which to evaluate time to completion at two-year colleges, and thus is the end-point used to evaluate this Student Success priority. Prior to the onset of COVID-19, the rate that new degree-seeking students graduated or transferred to another college declined by five full percentage points, from 51 percent to 46 percent. Restoring the rate of graduation or transfer to the five-year pre-COVID average (2014 through 2018, mean = 48 percent) would improve this indicator on par for students who enrolled in 2015. Increasing an additional three percent will require continued improvement through the 2027 entry cohorts.