

Western Nevada College 2012-2018 Strategic Plan
Annual Report on Mission Fulfillment: January 24, 2018

Introduction

This report provides information on the way Western Nevada College (WNC) defines and measures mission fulfillment. Each section of the report presents an objective, a rationale for selecting performance indicators and progress on those indicators, and a table depicting information on performance indicators (the current level of performance, the target or “stretch goal” for strategic planning purposes, and the threshold or minimal level of acceptable performance in order to evaluate mission fulfillment). Details about the measurement of each indicator, as well as the criteria for determining the target and threshold levels, are provided in Appendix A – Mission Fulfillment Indicators 2018. Appendix B – Student Learning Outcomes 2016-17 reports more detail about assessment of institutional student learning outcomes.

Western Nevada College Mission Statement

Western Nevada College inspires success in our community through opportunities that cultivate creativity, intellectual growth and technological excellence in an environment that nurtures individual potential and respects differences.

Core Theme 1 is Student Success

Student success is defined as improving student success in courses and programs.

- x WNC students graduate with a degree or certificate.
- x WNC students engage in the college experience.

Core Theme 2 is Institutional Excellence

Institutional excellence is defined as ensuring institutional excellence in teaching, programs, and services.

- x WNC is the educational institution of choice in western Nevada.
- x All academic programs are of the highest quality.
- x All support programs and services meet the needs of the WNC community.
- x WNC has an exemplary system of governance and management.
- x WNC strives for institutional sustainability.

Core Theme 3 is One College Serving Many Communities

Core Theme 3 is defined as embracing our college's many communities and responding to their diverse needs.

- x WNC promotes access to higher education western Nevada.
- x WNC serves as a catalyst for personal and community enrichment.
- x WNC promotes community connections.

Core Theme and Overall Mission Fulfillment Summary

Mission fulfillment is achieved when 90% of the indicators meet or exceed a given percentage of their threshold values. In 2017, WNC changed the definition of threshold achievement from comparing the most current value and the threshold value to comparing the most current value to its percentage of the

College is meeting or exceeding threshold level on 94% of its indicators and is therefore meeting the definition of fulfilling its mission.

WNC's low performance is in five indicators for three objectives: 2.2 All academic programs is of the highest quality (79%), 2.3 All support programs and services meet the needs of the WNC community (83%), and 3.3 WNC promotes community connections (75%). Each of these is under scrutiny and action to address them is in progress.

Core Theme 1: Student Success

Objective 1.1: WNC students graduate with a degree or certificate

Indicators for WNC students graduate with a degree or certificate

As shown in Table 1, seven indicators of completion of educational goals are used to measure the achievement of this objective.

Mission Fulfillment Assessment: 100% (all 7 indicators are above 90% of their threshold values)

Table 1 Indicators of Student Success and Attainment of Educational Goals				
Key Performance Indicator	Current Performance	Target	Threshold	Threshold Performance
1.1.1 Number of degrees and certificates awarded annually	578	635	569	Exceeds
1.1.2 Number of industry recognized skills preparation certificates	330	404	362	Exceeds
1.1.3 Course completion rates (C and above/ total enrolled)	77%	84%	74%	Exceeds
1.1.4 Fall to fall retention rates (C and above/ total enrolled)	43%	43%	43%	Meets
1.1.5 Percentage of students enrolled full time	34%	39%	30%	Exceeds
1.1.6 Graduation rates	30%	37%	17%	Exceeds
1.1.7 Students with				

Students often define completion of their education at WNC in terms of how well the College prepares them for academic programs at other colleges and their careers. WNC has an indicator to measure each of these approaches to “completion” of education. Tracking the number of students who transfer with at least 24 credits provides important information on the College’s role in helping students succeed in their education beyond the degrees available at the College. The number of industry recognized certificates documents another facet of student success, how well WNC prepares students for workforce careers and advancement in careers.

Three additional indicators are used to make improvements to academic programs and services because they provide valuable information on important factors in student success. The course completion indicator allows WNC to track success at the course level and compare the College to national data (NCCBP) and retention rates, which examine how well students stay on track to completing academic programs. The selection of the indicator on the proportion of full time students is based on the Nevada System of Higher Education (NSHE) goal of “15 to 20% of students to indicators”

CoreTheme2: Institutional Excellence

Objective2.1: WNCis the educationalinstitution of choicein western Nevada.

Indicatorsfor Institutional ExcellenceObjective: WNCis the educationalinstitution of choicein western Nevada.

WNCseeksto makethe collegeattractive to potential studentsby

include a mixture of ethnic and cultural backgrounds with a particular interest in serving the growing Hispanic/Latin population in western Nevada, as well as the relatively large percentage of Native Americans (3%).

Offering pathways to careers that are highly valued by the communities it serves and tracking student satisfaction are important factors in helping WNC attract potential students. The indicator on the number of degrees and certificates awarded in high skill, high demand, and high wage career areas (STEM, health fields, and trades) provides information on WNC's effectiveness in preparing students for these fields. Student satisfaction is measured by the Noel Levitz Student Satisfaction Inventory (SSI) survey with specific attention paid to three points: how well WNC met expectations, overall satisfaction, and whether the student would recommend WNC to others.

student success at transfer institutions, and passing external licensing examinations (the national nursing NCLEX exam) provide valuable information on student usage of their learning to achieve career and educational goals.

Objective 2.3: All support programs and services meet the needs of the WNC community

Indicators for Institutional Excellence Objective: All support programs and services meet the needs of the WNC community

As shown in Table 5, six indicators are used to assess to measure how well the support programs and services offered by WNC meet the needs of the WNC community. The first five indicators are NSHE performance indicators and focus on how well the College support programs and services meet the needs of at risk and minority students.

Mission Fulfillment Assessment 83% (5 out of 6 indicators are within 75% or more of their threshold values)

Table 5 Indicators of Success of Support Programs and Services				
Key Performance Indicator	Current Performance	Target	Threshold	Threshold Performance

The College has defined an exemplary system of governance and management as one which operates with integrity, employee involvement, and effective leadership. Table 6 shows the five indicators that measure how well the objective is being achieved.

Mission Fulfillment: 100% (all 5 indicators are above 90% of their threshold values)

Table 6 Indicators of Exemplary Governance and Management				
Key Performance Indicator	Current Performance	Target	Threshold	Threshold Performance
2.4.1 Percentage of full time employees who are members of a committee or governance group	39%	100%	36%	Exceeds
2.4.2 Total faculty (administrative and academic) and staff FTE per 1000 student FTE	143	116	134	Exceeds
2.4.3 Formal grievance rate	0.35	0.00	0.81	Exceeds
2.4.4 Formal harassment filings rate	0.52	0.00	0.73	Exceeds
2.4.5 Percentage of academic and administrative programs undergoing formal program review	9%	20%	6%	Exceeds

Rationale and formal and Exceeds 45/57 108.145/3.85 0 146.5/100 99.108/260 (54.6%) 27.34 (10.0)

Key Performance Indicator	Current Performance	Target	Threshold	Threshold Performance
2.5.1 Beginning fund balance as a percentage of total operating budget	2.5%	2.0%	1.9%	Exceeds
2.5.2 Overhead as a proportion of overall spending and efficiency	33.7%	30.0%	35.2%	Exceeds
2.5.3 Percentage of employees giving to the foundation	51%	70%	51%	Exceeds
2.5.4 Amount of funds to students in scholarship from the foundation	\$190,720	\$172,766	\$174,131	Exceeds
2.5.5 Electrical Consumption per square foot	8.24	8.80	9.00	Exceeds
2.5.6 Natural Gas Consumption per square foot	0.477	0.456	0.437	Exceeds

Rationale and Progress Notes

The financial indicators of sustainability are measures of how the College ensures financial stability, maintains good stewardship, and develops additional funding using public and private sources. Monitoring the electrical and natural gas consumption represents two specific ways WNC strives to make its energy consumption as minimal as possible.

Core Theme 3: One College Serving Many Communities

Objective 3.1: WNC promotes access to higher education in western Nevada.

Energy Consumption

Indicators for One College Serving Many Communities Objective: WNC promotes access to higher education in western Nevada

The College has 15 indicators to ascertain how well its communities are served. The first three categories of

Online	227	Monitor	193	Exceeds
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3.2.4 Conferences and institutes sponsored or hosted by WNC	12	10	9	Exceeds
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WNCcreatesconnectionsbetweenits studentsandthe communitiesit serves.Customizedtrainingand apprenticeshipare especiallyresponsiveto the

Core Theme 1: Student Success

Objective 1.1: WNC students graduate with a degree or certificate

Table 1. Indicators of Student Success and Attainment of Educational Goals

Exceeds Threshold = indicator achieves above 90% of threshold

Meets Threshold = indicator within 75% to 90% of threshold

Below Threshold = indicator less than 75% of threshold

Green

Yellow

Red

Indicator Number	Key Performance Indicator	2011r12							% Change		Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes
		Baseline	2012r13	2013r14	2014r15	2015r16	2016r17	Baseline	Threshold						
1.1.1	Number of degrees and certificates awarded annually	495	522	564	556	572	578	17%	569	Y	102%	635		<p>This measure tracks the total number of degrees and certificates awarded to students each fiscal year. The target is from Complete College America goals of 55 additional degrees and skills certificates annually to the year 2018 of which a 3year avg percent degrees of grand total is 61%. Threshold is a 3year rolling average. This is an NSHE performance indicator. Source: Integrated Postsecondary Education Data System (IPEDS).</p> <p>In 2013r14, WNC identified sequences of Career and Technical Education classes that prepare successful completers to take and pass an industry exam. classes during fall semester, minus the number who graduate prior to the next fall and the percentage of those who rerenroll in credit classes the next fall. Target is the NCCBP 90th percentile for fall 2015. Threshold is 25th percentile. Source: PeopleSoft October and endofrterm snapshots.</p>	
1.1.2	Number of industryrecognized skills preparation certificates	NA	293	276	369	388	330	13%	362	N	91%	404			
1.1.5	Percentage of students enrolled fullr time	31%	28%	29%	32%	36%	34%	10%	30%	Y	113%	39%		This measure	

Appendix A Mission Fulfillment Indicators 2018: Theme 1

Indicator Number	Key Performance Indicator	2011r12 Baseline	2012r13	2013r14	2014r15	2015r16	2016r17	% Change from Baseline	Threshold	Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes
Objective 1.2: WNC students are engaged in the college experience														
Table 2. Indicators of Student Engagement														
1.2.1	Community College Survey of Student Engagement (CCSSE) Results	2011r12 Baseline	2012r13	2013r14	2014r15	2015r16	2016r17	% Change from Baseline	Threshold	Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes
	CCSSE Active and Collaborative Learning	50.3		48.6				r3%	49.7	N	98%	60.3	↓	This group of measures comes from the Community College Survey of Student Engagement (CCSSE) which was administered to randomly selected classes during spring 2010 and again in spring 2014. Target is based on CCSSE's top performing colleges that scored in the top 10 percent. Threshold is WNC's prior twoyear average (2011 and 2013). WNC will administer this survey again in spring 2018. Source: CCSSE.
	CCSSE Student Effort	49.8		49.4				r1%	46.5	Y	106%	58.6	↔	
	CCSSE Academic Challenge	49.7		50.5				2%	48.1	Y	105%	57.4	↑	
	CCSSE Student/Faculty Interaction	51.0		49.5				r3%	49.4	y	100%	59.1	↓	
	CCSSE Support for Learners	45.0		45.6				1%	44.6	Y	102%	60.2	↑	

Appendix A Mission Fulfillment Indicators 2018: Theme 2

Indicator Number	Key Performance Indicator	2011r12 Baseline	2012r13	2013r14	2014r15	2015r16	2016r17	% Change from Baseline	Threshold	Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes
	Written Communication	NA	NA	NA	NA	NA	27%	NA	100%			100%		
	Quantitative Literacy	NA	NA	NA	NA	NA	40%	NA	100%			100%		
	Information Literacy	NA	NA	NA	NA	NA	50%	NA	100%			100%		
	Diversity and Society	NA	NA	NA	NA	NA	100%	NA	100%			100%		
	Critical Thinking	NA	NA	NA	NA	NA	11%	NA	100%			100%		
	Career Preparation	NA	NA	NA	NA	NA	25%	NA	100%			100%		
2.2.6	Gateway course completers	1549	1684	1632	1944	1750	1847	19%	1847	Y	100%	2014		NSHE performance indicator. The total number of students (unduplicated) who successfully completed a 100r181 level English or mathematics course (grade Cr and above) in the reporting year. Threshold is rolling 10-year.

(unduplicated)

Appendix A Mission Fulfillment Indicators 2018: Theme 2

Indicator Number	Key Performance Indicator	2011r12 Baseline	2012r13	2013r14	2014r15	2015r16	2016r17	% Change from Baseline	Threshold	Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes
	No. awarded to minorities	NA	4	NA	9	3	6	50%	6	Y	100%	8		NSHE performance indicator. The number of Certificates of Achievement awarded to minority students. Threshold is a 3year rolling average and Target is a 100% increase over baseline. Source: NSHE. Measure revised in 2016.
2.3.3	Number of awards per 100 degree seeking student FTE	NA	38.7	NA	46.0	47.6	49.4	28%	47.7	Y	104%	48.4		NSHE performance indicator. The number of certificates (including those less than 30 credits), associate's and bachelor's degrees awarded per 100 degree seeking FTE. Threshold is a 3year average. Target is a 25% increase over baseline. Source: NSHE. Measure revised in 2016.
2.3.4	Program Reviews of Departments provided													



Appendix A Mission Fulfillment Indicators 2018: Theme 2

Indicator Number	Key Performance Indicator	2011r12					% Change from		Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes
		Baseline	2012r13	2013r14	2014r15	2015r16	2016r17	Baseline					

Core Theme 3: One College Serving Many Communities

Objective 3.1: WNC promotes access to higher education in western Nevada

Table 8: Indicators of Access and Availability to Many Communities

Exceeds Threshold = indicator achieves above 90% of threshold **Green**
 Meets Threshold = indicator within 75% to 90% of threshold **Yellow**
 Below Threshold = indicator less than 75% of threshold **Red**

Indicator Number	Key Performance Indicator	2011r12						Change from Baseline	Threshold	Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes	
		Baseline	2012r13	2013r14	2014r15	2015r16	2016r17								
3.1.1	Number of course sections offered by class location	Carson City	1030	1001	1008	1020	982	934	r9%	979	N	95%	Monitor		
		Douglas	63	66	60	61	55	42	r33%	53	N	80%	Monitor		
		Fallon	123	132	130	157	170	192	56%	173	Y	111%	Monitor		
		Fernley	16	10	13	28	32	38	138%	33	Y	116%	Monitor		
		Hawthorne	2												
		Lovelock	4												
		Silver Springs				8	9	14	NA	10	Y	135%	Monitor		
		Online	164	172	152	164	189	227	38%	193	Y	117%	Monitor		
		Yerington	9	6	6	15	17	14	56%	15	Y	91%	Monitor		
		3.1.2	Service area participation rate	Carson City	NA	NA	29.3	29.6	28.0	24.9	r15%	27.5	N	91%	29.9
Churchill	NA			NA	15.2	16.3	15.1	13.6	r11%	15.0	N	91%	15.5		
Douglas	NA			NA	16.8	17.0	15.5	15.0	r11%	15.8	N	95%	17.1		
Lyon	NA			NA	12.5	12.8	12.8	11.7	r6%	12.4	N	94%	12.8		
Storey	NA			NA	2.0	3.5	3.0	3.9	95%	3.5	Y	113%	2.0		
NV out of service area	NA			NA											
Total from Nevada	NA			NA											
3.1.3	Number of class sections offered at service area high schools	NA	NA	NA	32	58	82	156%	32	Y	256%	37			
3.1.4	Percentage of students enrolled exclusively in distance education classes	9%	11%	9%	9%	10%	12%	32%	10%	Y	115%	12%			
3.1.5	Number of certificates and degrees offered completely online	0	0	0	0	1	14	100%	5	Y	280%	5			

These are Jump Start sections offered at Dayton High School, Douglas High School, Carson High School, Churchill County High School, Nevada Virtual Academy, Fernley High School, Silver Stage High School and Yerington High School. Fall 2014 was the first semester for this program. Threshold is to meet or exceed onsite local high school offerings the first year and Target is to increase by 15% over the first year.

This reports the number of students enrolled in only online and/or IAYD receiving classes during an academic year (summer, fall and spring). Threshold is a rolling 3year average and Target is 12%.

This measure tracks the number of certificate and degree programs that are offered to students completely online. As of spring 2017, programs include AA, AS, AB, AAS in Accounting, General Business, Criminal Justice, Graphic Communications, and Management, CT in Business, Bookkeeping, Criminal Justice, Graphic Communications, and Network Support Technician. The target is to offer at least five degree programs completely online by 2017r18. As of 2015r16, WNC offers the AAS Business degree completely online. Threshold is a rolling 3year average. Source: WNC Distance Education Committee.

Objective 3.2: Western Nevada College

Appendix A Mission Fulfillment Indicators 2018: Theme 3

Indicator Number	Key Performance Indicator	2011r12 Baseline	2012r13	2013r14	2014r15	2015r16	2016r17	Change from Baseline	Threshold	Old Threshold Achieved	New Threshold Achieved	2017r18 Target	Progress toward Target	Notes
3.2.2	Cultural activities participation rate for the WNC service area	7.8%	7.2%	9.2%	9.2%	10.4%	8.0%	2.6%	1.0%	Y	825%	18.8%		This measure estimates the number of

Appendix B
Mission Fulfillment Key Performance Indicator Overview:
Demonstrate Achievement of Institutional Student Learning Outcomes
September 14, 2017

Introduction

This overview reports current WNC course assessment data for achievement of Institutional Student Learning Outcomes

Notes on ISLO Achievement by Reporting Courses

While 33 courses submitted assessment reports evaluating ISLOs, not all courses assessed all ISLOs. Some assessed only one ISLO, while other assessed multiple ISLOs. For a full listing of which courses assessed which ISLOs, and at what levels, please see Table 2 below.

Additionally, please note that the "% at Threshold" "%%