

ROGUE COMMUNITY COLLEGE

ANNUAL ASSESSMENT REPORT

2007-08 KEYS AND KEY OBJECTIVES (INSTITUTIONAL GOALS AND OBJECTIVES)

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**Assessment Sponsored by the
INSTITUTIONAL PLANNING AND EFFECTIVENESS COUNCIL**

Process and Scope

Through its ongoing self-evaluation, Rogue Community College “asks questions, better understands itself, and sets new directions. In its *Annual Institutional Goals Assessment Report*, the College reviews how well it meets its planned goals and objectives, an important part of the evaluation and improvement process” (*RCC Institutional Assessment Plan*, p. 1). The *Assessment Report* is also an important tool when addressing Standard I: Institutional Mission and Goals, Planning and Effectiveness, of the Northwest Commission on Colleges and Universities’ accreditation requirements.

The assessment, sponsored by RCC’s Institutional Planning and Effectiveness Council (IPEC), takes place each August and is conducted by an assessment team of faculty, staff and managers. During 2008 representatives from all reporting areas were present for the assessment; this provided a clearer discussion and much easier scoring, as more representatives provided a stronger knowledge base. Because of the improved informational base and because conditions at the college have changed, all Keys and Key Objectives were scored in 2008 and there was noticeable improvement in scores in several areas.

Members of the Assessment Team were provided with several documents for reference:

1. Data sets
2. List of assessed objectives/scores/comments
3. List of those objectives not yet assessed (the team completed the assessments)
4. *2004-08 Keys and Key Objectives*
5. *2006-07 Recommendations to the College* from the Assessment Team
6. *2007 Assessment Report*

Results of the annual report are publicized by IPEC to the institution and to the community and are used as a basis for institutional planning in the following year. The report of this team will be presented to the Rogue Community College Board of Education on October 21, 2008.

As Rogue Community College fulfilled its 2004-08 mission to “nurture hope, fill educational gaps, and empower people to change their lives,” it focused on Four Keys for success. Throughout their four-year implementation, RCC remained a powerful force for the quality of life in southern Oregon. Each of these Keys to success represented a benchmark of institutional performance. The Keys were also reference points for both campus and departmental objectives. Progress toward accomplishing these Keys has been regularly reported to the campus and the community. The report that follows is part of the annual cycle of information for interested institutional and community members.

This 2008 assessment report is based upon levels of completion of the *2004-08 Keys and Key Objectives* (2004-08 institutional goals and objectives with updated objectives as of 2006). Dr. Peter Angstadt, the RCC Executive Council, and the RCC Board of Education adopted the *2004-08 Keys and Key Objectives* to better focus college response to change with a new administration. There are four easily-understood Keys [institutional goals],

each with 3 to 6 “Key Objectives” [institutional objectives]. These Keys and Key Objectives have been prominently displayed in the Board rooms and appeared along with the college *Mission Statement* in the *RCC Catalog*. Because the Keys are coherent and concise, they were well known by the college community.

The 2004-08 RCC Mission, Goals, and Institutional Objectives were updated by a Strategic Planning process during 2007-08 for implementation in 2008-09. They were adopted by the RCC Board of Education on June 17, 2008. As of July 2008, the 2004-08 *Keys and Key Objectives* have been replaced by the *2008-2012 Institutional Goals and Objectives*.

Structure of the Report

Each Key or Key Objective is stated in its entirety. Following the statement is the scoring pattern—Met, Partially Met, Not Met—along with a 1-10 score, with 10 highest. This is followed by a list of Signature Events (notable activities conducted toward the Key) and Recommendations which are tied to the 2008-12 Strategic Plan, Commendations, Comments, and Considerations as appropriate.

Scoring, Values, Procedures, and Summary of Results

Using data and discussion in reports received from RCC departments and campuses, institutional objectives were scored as follows:

- 10 = Fully accomplished
- 5 = Partly accomplished on the basis of ongoing work.
- 0 = Status Quo—maintenance; no new implementation efforts recorded.

After all the Key Objectives were individually assessed on a numeric scale of 1 to 10, each overarching Key was assessed as being Met, Partially Met, or Not Met and was also scored on the same scale.

EXCELLENCE

Excellence is never an accident; it is always the result of high intention, sincere effort, intelligent direction, skillful execution, and the vision to see obstacles as opportunities.

www.successories.com. *Successories: Reinforcing Your Corporate Culture*. (Catalog). Aurora, Illinois: Aug. 2005, p. 14.

Ensuring Each Learner's Success:

Rogue Community College Keys for 2006-2008

As Rogue Community College fulfills its mission to "nurture hope, fill educational gaps, and empower people to change their lives," it focuses on four keys for success. Through their implementation, RCC will remain a powerful force for the quality of life in Southern Oregon.

First Key: Build FTE

Growth of student enrollment is a measure of service by the College to citizens and a basis for state financial support. To implement this key, RCC will:

- 1.1 Expand the scope, quality, and availability of programs and services.
- 1.2 Improve services to the diverse local communities, including active retirees
- 1.3 Increase the student base by fostering a supportive learning environment.
- 1.4 Strengthen recruitment efforts, above all to high school and Hispanic students.
- 1.5 Improve student retention rates.
- 1.6 Expand training opportunities with business and industry.

Second Key: Build the Foundation

The RCC Foundation is a community-based initiative committed to the needs of learners. Recognizing the Foundation's value to the College and region, RCC will:

- 2.1 Work with the Foundation to increase its endowment.
- 2.2 Build partnerships in local communities.
- 2.3 Improve awareness of the Foundation's role.

Third Key: Build Revenue

In order to provide excellent, low-cost, efficiently managed education to the community, RCC seeks an income base using a variety of funding sources. To achieve this key, RCC will:

- 3.1 Pursue alternative funding sources.
- 3.2 Strengthen partnerships with agencies and institutions.
- 3.3 Improve student access to funding resources.

Fourth Key: Manage Resources and Expenses

Rogue Community College is a trust held by its Board and employees on behalf of the people of Southern Oregon. To assure that these assets will be passed on to future generations, RCC will:

- 4.1 Align priorities and expenditures to ensure quality programs and services.
- 4.2 Pursue a stable funding base.
- 4.3 Nurture the college's human and material resources.

Each of these keys to success represents a benchmark of institutional performance. The keys are also references points for both campus and departmental objectives. Progress toward accomplishing these keys will be regularly reported to the campus and community.

INSTITUTIONAL KEYS AND KEY OBJECTIVES ASSESSMENT

August 14, 2008

Section	Topic and Score
Key 1	Build FTE: 5
Key 1.1	Expand Programs and Services: 7
Key 1.2	Services to Diverse Communities: 3
Key 1.3	Supporting Learning Environment: 5 / 5
Key 1.4	Strengthen Recruitment Efforts 8
Key 1.5	Improve Student Retention 3
Key 1.6	Expand Training Opportunities for Business and Industry 7
Key 2	Build the Foundation: 6
Key 2.1	Increase Endowment: 5
Key 2.2	Build Local Partnerships: 6
Key 2.3	Improve Awareness of the Foundation: 6
Key 3	Build Revenue: 7
Key 3.1	Alternative Funding Resources: 9
Key 3.2	Strengthen Partnerships with Agencies/Institutions: 6
Key 3.3	Student Access to Funding Resources: 8
Key 4	Manage Resources and Expenses: 6
Key 4.1	Ensure Quality Programs and Services by Aligning Priorities and Expenditures: 7
Key 4.2	Stable Funding Base: 7
Key 4.3	Nurture Human and Material Resources: 4

INSTITUTIONAL KEYS AND KEY OBJECTIVES COMPARATIVE ASSESSMENT 2004/05 - 2007-08

Section	Key and/or Key Objective	04-05	05-06	06-07	07-08
Key 1	Build FTE:	NM*	2	3	5
Key 1.1	Expand Programs and Services:	4	1	3	7
Key 1.2	Services to Diverse Communities, including active retirees	7	2	4	3
Key 1.3	Supporting Learning Environment:	3	2	0**/4	5 / 5
Key 1.4	Strengthen Recruitment Efforts	Na*	Na	9	8
Key 1.5	Improve Student Retention	Na	Na	4	3
Key 1.6	Expand Training Opportunities for Business and Industry	Na	Na	7	7
Key 2	Build the Foundation	PM*	0	Na	6
Key 2.1	Increase Endowment:	1	0	Na	5
Key 2.2	Build Local Partnerships:	7	5	Na	6
Key 2.3	Improve Awareness of the Foundation:	1	0	Na	6
Key 3	Build Revenue:	PM	7	5	7
Key 3.1	Alternative Funding Resources:	8	8	4	9
Key 3.2	Strengthen Partnerships with Agencies/Institutions:	6	9	8	6
Key 3.3	Student Access to Funding Resources:	6	4	5	8
Key 4	Manage Resources and Expenses:	PM	4	Na	6
Key 4.1	Ensure Quality Programs and Services by Aligning Priorities and Expenditures:	4	3	Na	7
Key 4.2	Stable Funding Base:	8	5	Na	7
Key 4.3	Nurture Human and Material Resources:	5	2	Na	4

Yellow shading represents objectives added in 2005-06.

*NM = Not Met;

PM = Partially met;

Na = Not applicable (the assessment team determined that the item was not assessable) or Na = Not assessed: This is particularly true of the 2006-07 Assessment when concrete data were used as assessment for the first time. Given the trial nature of the data-based assessment and the status of the institution following layoffs, not all topics were assessed that year.

**In August 2007 and again in 2008, Assessment, Key 1.3 was divided: Increase Student Base was scored separately from Fostering Supportive Learning Environments.

Key 1: Build FTE²

Growth of student enrollment is a measure of service by the College to citizens and is a basis for state financial support. To implement this Key, the College has designed three objectives, as noted and scored below:

Key 1 Score: 5
Partially Met

Key Objective 1.1: Expand the scope, quality, and availability of programs and services

Key Objective Score: 7
Partially Met

Chart of FTE 2005 to 2008				
	2005/06	2006/07	2007/08	% Change
Total FTE	4116.96	4417.78	4277.13	<3.19>
Reimbursable FTE	3994.27	4039.03	4189.24	3.59
Non-reimbursable FTE	122.69	378.75*	87.89	n/a see comment below

***Special Note:** A major factor in this unusually large number is the presence of 2 + 2 enrollment. This forms a positive—a strong positive—for the 2006-07 year and represents considerable work by many staff; however, 309 of the 570 recorded 2 + 2 FTE is non-reimbursable.

Signature Events

- Established campus “identities”: Campuses are gradually being recognized as providers of special programs; e.g., Criminal Justice Training Center at TRC, Illinois Valley Business and Enterprise Center, the Higher Education Center at RVC, Nursing Education Center at Redwood, etc.

² FTE = Full-time Equivalent. This is the combination of full- and part-time student enrollments that equate to that of a student enrolled full-time for a minimum of 12 credits per term.

- Improved broadband Internet services to support distance learning
- Added two new Computer Science degrees.
- Added an Education degree.
- Developed Informatics program with OIT.
- Reinstated Auto/Diesel Program for 2008-09.
- Opened Electronics to high school outreach.
- Developed co-curricular activities within some instructional classes in Humanities and Social Science and the Office of Diversity.
- Added three degrees and five certificates in Apprenticeship.
- Regrouped courses to produce and/or add to programs between Rogue Extended Learning and other instructional programs.
- Conducted student orientations for ABE/GED
- Added distance learning courses, especially in Business Technology, Computer Science, Humanities, and Early Childhood Education.
- Restructured Academic Skills courses to better serve student need.
- Added EMT recertification courses
- Added Foundation scholarships that have made it possible for more students to attend college, resulting in significant enrollment growth.
- Developed online tutoring that, while not yet heavily used, is in place and working well.
- Revised writing proficiency evaluations in Humanities (fewer unhappy students and improved pass rates)
- Incorporated information literacy (Library) into several more associate degree courses.
- Two programs—Business Technology and Early Childhood Ed—offer 98% of a full online program; AAOT is getting closer too.

- Developed bilingual materials from Financial Aid that assist students in program completion.
- Instituted PeopleAdmin for online recruiting/application.

Recommendations

- In compliance with 2008-12 Goal B, B.1: Continue to strengthen distance learning, recognizing that a full online degree will require completion of a substantive change report for the Commission on Colleges.
- In compliance with 2008-12 Goal A.1.7: Re-examine staffing in EMT. The program is large—and it is growing, but identified changes are difficult with only two staff members.
- In compliance with 2008-12 Goal B.5, 5.1, 5.2: Continue integration of REL into Instructional offerings.
- In compliance with 2008-12 Goal B.1: Begin tracking effects of distance learning:
 - Is DL attracting new students, not previously served? How many?
 - Is DL displacing students from classroom sections? How many?
 - What percentage of students prefer classroom to distance education?

- Have distance retention rates improved? Why or why not?
- How many blended classes are offered? To what extent are classroom sections enhanced by Web offerings?
- Does DL create more access and availability of classes? To what extent?
- In compliance with 2008-12 Goal A.1.5, B.6.1, B.6.3: Further strengthen systems that connect Student Services and non-credit/non-degree/STOT.

Key Objective 1.2 Improve services to the diverse local communities, including active retirees.

Key Objective Score: 3
Partially Met

Student Age Profile			
	2005/06	2006/07	2007/08
60 and over	1,368	1,141	1,360

Signature Events

- Community education added five new youth sections and two sections tailored to the Hispanic community.
- Added telecourse and Web-course testing at TRC.
- Implemented a career/transition Website to assist students to identify career goals and to tie those to enrollment and work at RCC.
- Marketing/Community Relations has increased advertising in Spanish venues and in publications aimed at seniors.
- Community Education offered senior-related events and activities: Annual Adult Health Fair (with Nursing Dept.), Master Gardeners, Tree School South, Gottschalks' Senior Day, Mature Worker Job Fair (with Fire Mt. Gems).

Recommendations

- In compliance with 2008-12 Goal E.1: Continue to reach out to active retirees. The local population includes many retirees; our marketing needs to be tailored to reach them.

Key Objective 1.3 Increase the student base by fostering a supportive learning environment.

Key Objective Score: 5 / 5
Partially Met

- The student base has increased somewhat = 5.
- The supportive learning environment helps students to feel at home so they re-enroll = 5.

Academic and Professional-Technical Courses 2002-2008						
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Headcount	36,730	39,576	39,002	40,928	43,469	44,107

Note: The data above includes enrollments in conventional or distributed learning academic and professional-technical classes plus CWE (Cooperative Work Experience, aka Cooperative Education – work on job-sites related to students’ majors), Section 50 classes (individual study), and 2+2 high school technical preparatory classes.

The score given to Key Objective 1.3 is tied to the statistics above.

Student Age Profile			
	2005/06	2006/07	2007/08
Less than 19	2,555	5,369*	3,980
Student Ethnicity Profile			
	2005/06	2006/07	2007/08
Hispanic	1,435	1,558	1,499

*This unusually large number reflects the mass import of 2 + 2 registrations.

Signature Events

- Established numerous online classes to better serve students unable to attend during traditional class times due to work, family, or health/disability.
- Academic Skills gathered FTE for instructor/student informal tutoring meetings.
- Academic Skills developed a marketing plan for the TRC Learning Resource Center.

- ECE emphasized professionalism and anti-bias in curricular offerings.
- Financial Aid provided holistic in-person loan counseling to students with high debts.

Recommendations

- In compliance with 2008-12 Goal A.1.7: Define “supportive learning environment” more clearly so activities can be better tailored to develop it.
- In compliance with 2008-12 Goal D.1, D.1.2, E.5: Track enrollment and publicize the results to the college community so the student base can be increased by more closely targeted marketing and program/certificate development.

Key Objective 1.4 Strengthen recruitment efforts, above all to high school and Hispanic students.

Placement Test Headcounts	
2005/06	3277
2006/07	3482
2007/08	3666

Key Objective Score: 8
Partially Met

Signature Events

- Community education added two sections tailored to the Latino community.
- ECE emphasizes professionalism and anti-bias in curricular offerings.
- Financial Aid provides holistic in-person loan counseling to students with high debts.
- ECE works with high schools to offer 2 + 2, tours, and outreach.
- EMT First Responder training is offered at IVHS.
- Financial Aid has developed local resources for high school counselors about funding for education.
- TRiO/EOC helps students apply for financial aid, post-secondary admission, and enrollment in college.
- Riverside Service and Outreach for Latinos works with OLI and Club Latino.
- Nursing retention is at 89% for the 2007-08 year, surpassing the 85% goal.
- Marketing/Community Relations has increased advertising in Spanish venues and in publications aimed at seniors and to business and industry.

Recommendations

- In compliance with 2008-12 Goal B.2, B3.3, E.4, F.1: Further develop community education offerings to the Latino community, recognizing that they are not accustomed to enrolling with tuition.
- In compliance with 2008-12 Goal B.3.3, B.3.4, B.4, C.1, C.1.1, C.1.2., E.1: Increase outreach to high school students via recruiters, TRiO programs, program faculty visits, work with high school counselors, and carefully targeted marketing.
-
- In compliance with 2008-12 Goal B.2.1, B.3.3, B.3.4, E.1, E.2, E.3, E.5, F.1: Deliberately market to seniors, Latinos, and workforce partners.

Key Objective 1.5 Improve student retention rates.

Unduplicated credit student headcount Fall to Winter term retention, excluding 2 + 2			
Year	Fall Term 2Q	Winter Term 3Q Retention	%
2005/06	4353	3102	71.26
2006/07	4463	3246	72.73
2007/08	4472	3111	69.67

Key Objective Score: 3
Partially Met

Comment: Much effort has been put into this goal, but it has not been successful to date. A very needy population is being recruited; college is difficult for them. Comments continually emphasize: “Classes and coursework are difficult for me.” “I can’t afford to attend.” These students need transition assistance to learn the mind set that allows college success.

Signature Events

- Marketing and Community Relations reaches out to students by print venues, Website resources, and radio to attract students.
- ABE/GED developed a new student orientation to help those students in basic skills and GED prep classes to continue educationally.
- Academic Skills has evaluated and adjusted AS100-level courses to better fit student needs.
- Humanities revised its writing proficiency processes and testing procedures to assist students to succeed.
- Counseling contacts students who (1) attended a placement test and orientation, (2) have been flagged by Save Our Students, (3) are on academic probation or are academically suspended.

- Counseling appoints peer assistants as mentors.
- Counseling developed separate training for new and continuing faculty advisors.
- Enrollment Services completed the degree audit program.

Recommendations

- In compliance with 2008-12 Goal B.3.3, B.3.4, C.1.3, D.1, D.1.2, E.4: Continue to track and monitor retention.
- In compliance with 2008-12 Goal E: Define retention as used at RCC. Is it course to next course in the sequence? Term to term? Year to year?
- In compliance with 2008-12 Goal B.6.1, B.6.3: Shift resources to support areas where student retention is less than optimal.

Key Objective 1.6 Expand training opportunities with business and industry.

Key Objective Score: 7 **Partially Met**

Comment: Good work has been done, but much more could be accomplished with increased staffing levels. The College has done a great deal, but it has occurred in a small number of areas and has not been truly institution-wide in nature.

Signature Events

- Computer Science, Business and Science worked with Allied Health on the Health Care Informatics program.
- Workforce training added 20 new classes and a landscaping program, as well as four contracted STST trainings.
- Criminal Justice completed major curricular revisions to ROLEA, bringing instructional modules into compliance with DPSST standards and needs.
- ECE collaborated with the Job Council on credit trainings.
- SBDC revised the Supervisor's Academy: Managing People trainings to two to three hour periods, based on feedback from students.
- Criminal Justice completed major curricular revisions to ROLEA, bringing instructional modules into compliance with DPSST standards and needs.
- The BEC at the Kerby Belt Bldg. has broken ground for construction.

Recommendations

- In compliance with 2008-12 Goal E.3, E.3.1: Continue to fund and support trainings that fulfill the needs of local business and industry—and of agency-partners.

Key 2: Build the Foundation

The RCC Foundation is a community-based initiative committed to the needs of learners. Recognizing the Foundation's value to the College and region, RCC has designed three objectives (see below) to support this effort.

Key Score: 6 Partially Met

Comment: This key has been difficult to score as few departments have adopted in into their efforts. The presence of the President Peter Angstadt and Dean/Chief Financial Officer Lynda Warren helped greatly to flesh out the activities supporting this key.

Foundation Assets				
	2004-05	2005-06	2006-07	2007-08
Total Net Assets*	\$6,1223,344	\$6,405,872	\$7,220,839	***
Value of Endowment Assets**	\$4,294,309	\$4,494,653	\$4,570,224	***

* From IPEDS fiscal year reports.

** At end of fiscal year

*** Pending reply from Jennifer Wheatley

Key Objective 2.1 Work with the Foundation to increase its endowment.

Key Objective Score: 5 Partially Met

Signature Events

- The President's Office has worked with the Foundation to improve communication and inter-group support between the RCC Board of Education and the RCC Foundation Board of Directors.
- Two Board of Education members attend Foundation Board meetings.
- The Foundation awarded \$41,760 in special project grants to the College.
- Foundation scholarships have made it possible for more students to attend college, resulting in significant enrollment growth.

Recommendations

- In compliance with 2008-12 Goal E.3, E.3.1: Continue work with the Foundation to add endowment funds not dedicated solely to scholarships, but which can support departmental and college needs.

Key Objective 2.2 Build partnerships in local communities.

Key Objective Score: 6

Partially Met

Signature Events

- Community Education added five sections in collaboration with agencies.
- Workforce Training established partnerships that provide funds and resources:
 - The Job Council
 - Voc Rehab
 - SOREDI
 - Landscape Advisory Committee
 - Grayback Forestry
 - Restaurant Management
 - Project Management
 - Photoshop
 - Dental Assistant Advisory Board
- Artworks expanded to better serve the college and the community.
- SBDC partnered with the Chamber of Commerce and SOREDI on the Business Retention and Expansion Survey.
- Treasures of Our Community again contributed scholarship dollars.

Recommendations

- In compliance with 2008-12 Goal E.3, E.3.1: Continue to develop partnerships within the service district to better fulfill the needs of our community and to bring support for and contributions to the RCC Foundation.

Key Objective 2.3 Improve awareness of the Foundation's role.

Key Objective Score: 6

Partially Met

Signature Events

- Marketing and Community Relations worked with the RCC Foundation to market and promote scholarships in a variety of ways.

- Co-produced the Scholarship Awards Night held at the GPHS Performing Arts Center (which was packed with excited students and families).
- Promoted individual scholarships.

Recommendations

- In compliance with 2008-12 Goal A.1.4, A.1.5, E.1, F.1: Increase community knowledge about the RCC Foundation through continued publicity by placing flyers placed with estate lawyers and financial institutions.

Key 3: Build Revenue

In order to provide excellent, low-cost, efficiently managed education to the community, RCC seeks an income base using a variety of funding resources. To achieve this Key, the College designed the following three objectives:

Comment: Revenue has been added; nevertheless, those dollars are not the right kind to replace positions laid off in the previous years, so the institution is not in as good a position as prior to 2006-08.

Key 3 Score: 7
Partially Met

Key Objective 3.1 Pursue alternative funding resources.

Key Objective Score: 9
Nearly Met!

Signature Events

- Workforce Training obtained partner and/or grant funding to strengthen and develop six college-wide training opportunities; e.g., Command Spanish for Office Personnel; Personal Care Attendant online course development and student tuition vouchers.
- Instructional Media received two grants.
- Discovery Programs received two grants.
- SBDC received a \$10,000 grant to increase attendance in nonprofit trainings and provide follow-up counseling.
- SBDC expanded courses into Jackson County and added new courses in both counties.
- Student Employment secured reauthorization of the Career Workforce Skills Training Grant through Voc Rehab.

Recommendations

- In compliance with 2008-12 Goal A.1.7, B.1, B.6.1, B.6.3, E.2, E.4, F.1: Given the insecure status of Oregon funding for higher education, the College should actively pursue alternative funding.

Commendation: The Grants and Planning Coordinator and Grants Team should be recognized for the work done to support successful grant writing at RCC.

- 37 grants were submitted; 25 were received for a 70% success rate.
- \$3,382,019 was received in new grants.
- \$3,144,746 came from continuing grants.
- \$79,700 was received by the RCC Foundation.
- This all added up to over 10% of the general fund.

Key Objective 3.2 Strengthen partnerships with agencies and institutions.

Key Objective Score: 6 **Partially Met**

Signature Events

- The Art Department, in conjunction with ArtWorks, scheduled an Artrepreneurship Seminar.
- Computer Science faculty attended and made presentations at several high school career fairs.
- Workforce Training established partnerships and training activities with a number of agencies, including Head Start, Jackson County Commission on Family, OSU Master Gardeners, U.S. Forestry, State of Oregon, The Job Council, and more.
- ECE collaborated with Head Start and Children's Services and with the Regional Articulation Work Group.
- Nursing collaborated with OHSU and clinical partners to implement the new OCNE Consortium curriculum.
- Disability Services worked with K-12 special education programs to refine procedures to serve high school students with disabilities in college courses or programs.
- ECE worked with the Child Care Quality Improvement Project to provide trainings for childcare workers.
- Discovery Programs marketed their services to several agencies.
- Apprenticeship marketed TRC as a venue for seminars, trade shows, and continuing education to businesses, state agencies and institutions.
- Nursing is working with partners to build PN and LPN education in the state.
- RCC, as a member of the Heart of Medford Association, has co-sponsored several events: Art in Bloom, Veterans' Day parade, Rock the Block party, and Town Hall meetings.

Recommendations

- In compliance with 2008-12 Goal B.5, C.1, E.1, F.1—and most of their sub-points: Continue the good work that is making RCC a name to be recognized and respected in southern Oregon.

Key Objective 3.3 Improve student access to funding

Total Awards for Financial Aid, excluding VA and Learn and Earn			
Year	2005/06	2006/07	2007/08
Award Totals	\$12,021,730	\$11,233,296	\$11,470,803

Key Objective Score: 8
Partially Met

Signature Events

There were only two respondents to this topic: Discovery Programs and TRiO/EOC, but both were right on target:

- Discovery helped students apply for scholarships through the Foundation.
- TRiO/EOC assisted 500 students with financial aid applications.

Considerations

- Federal dollars for Financial Aid and Learn and Earn have dropped. Increases in scholarship funding cannot make up the difference.
- Marketing of Financial Aid services has increased applications for aid, while resources have decreased at both state and federal levels.

Key 4: Manage Resources and Expenses

Rogue Community College is a trust held by its Board and employees on behalf of the people of southern Oregon. To assure that these assets will be passed on to future generations, the following three objectives were put into place:

Key 4 Score: 6
Partially Met

Key Objective 4.1 Align priorities and expenditures to ensure quality programs and services.

Key Objective Score: 7
Partially Met

Signature Events

- Facilities redesigned operations to meet customer needs with fewer staff.
- Information Technology upgraded Application Extender and ADP payroll system software.
- I/T planned, designed, and installed systems for HEC Bldg.
- I/T deployed MS Vista and MS Office 2007 on all compatible computers at RCC.
- I/T integrated the booklist (required texts can be ordered at the same time as registering) with the schedule of classes.
- Marketing and Community Relations worked with the new Marketing Taskforce to plan, prioritize, communicate, and evaluate recruitment/marketing efforts.
- Business Technology increased section numbers by 8%.
- Computer Science has upgraded and/or replaced instructional and faculty computers to run current software.
- Academic Skills aligned activities to meet GEDTS compliance standards.
- Academic Skills redesigned tutoring centers at all three campuses to reflect reductions in staffing and budget.
- Purchasing worked to consolidate purchases and to identify alternate vendors for competitive prices leading to the best price for the best product.
- Disability Services initiated use of Application Extender and databases to improve file handling and access.
- EMT completed a thorough inventory, organized supplies, and instituted a tracking system, finishing a project begun in 2005.
- Nursing and PN are successfully using high fidelity simulations in collaboration with the Rogue Valley Alliance for Healthcare Education.

Commendations: Departments across the institution have responded to meet student and staff needs despite a reduction in funding and personnel.

Recommendation:

- In compliance with 2008-12 Goal A.1.7, B.4, B.6, B.6.3: Increase funding as possible to better support program and service needs.

Key Objective 4.2 Provide a stable funding base.

Comment: This remains an ongoing effort. Funding from the state of Oregon is unstable. When increases are received, they are absorbed by sharp rises in costs of energy, goods, services, and personnel.

Key Objective Score: 7
Partially Met

Signature Events

- The college president continued to be proactive in creating state-level policy for higher education funding and has worked with federal officials for their support. This has resulted in:
 - \$1.3 million for enrollment growth from the Oregon strategic reserve fund
 - \$1.2 million DOL construction grant from federal resources.
 - Publicity for various RCC programs, such as the Criminal Justice Training Center at TRC.
- The Board of Education Legislative Committee has been active in meeting with legislators regarding legislation and funding for community colleges.
- Business Services worked to submit delinquent debit information to collection agencies within 60 days of the end of term.

Recommendations

- In compliance with 2008-12 Goal A.1.7, B.1, B.6.3, E.1, E.3, F.1: Continue to solicit support for increased community college funding from all resources.

Key Objective 4.3 Nurture the college's human and material resources.

Key Objective Score: 4
Partially Met

Signature Events

- Human resources provided training for management and classified personnel on the classified collective bargaining agreement.
- I/T developed an online mail system that increased efficiency and allowed staff training resources to operate.
- ECE hired additional full-time instructors utilizing Title III funds.

- HPER purchased and installed two AEDs (automatic external defibrillators) and trained staff in their use.
- Facilities redesigned its operational base to improve working conditions, allowing personnel to better serve customers.
- Student Employment improved links and content on their Webpage to create interactive career development and job search resources.
- Student Employment implemented a new database to track skills training worksites and employers.

Recommendation

- In compliance with 2008-12 Goal A.1.7, B.1, B.2.2, B.6, B.6.1, B.6.3, D.1,2., E.2, F.1: Progress has been made and investments have occurred to strengthen some areas; however, college personnel and their job assignments are still struggling with the 32-person layoffs in 2006-07. Morale and stress issues were clearly evidenced by the “disenchantment” expressed during the strategic planning meetings. Much work is needed to adequately fund and staff college services and programs to optimal levels.

RECOMMENDED PROCEDURAL CHANGES For future assessment teams

1. Continue to design measureable objectives. Those submitted this year were an improvement over previous efforts and produced better responses.
2. Assure that all college areas are represented during the assessment. This allowed data and information to be accurately shared during discussion of objectives and the levels of success achieved in their pursuit.
3. Work to assure inclusiveness as the new 2008-2012 Strategic Plan is implemented.
 - Assessment needs to address:
 - What has worked?
 - What needs to be improved?
 - How can an individual’s voice be heard?
 - Be sure departments are aware of their key role in relation to fulfilling and supporting institutional goals and objectives.