

SVC Board of Trustees
Annual Strategic Priority Performance Report: Institutional Capacity
May 2026

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I. EXECUTIVE SUMMARY:

Skagit Valley College's 2024–2028 Strategic Plan identifies five strategic priorities: 1) Student Success, 2) Opportunity, 3) Enrollment, 4) Institutional Capacity, and 5) Community Engagement. This report summarizes progress toward the outcomes and associated targets in the Strategic Priority of Institutional Capacity as measured by five Key Performance Indicators (KPIs): Campus Climate, Student Satisfaction, Financial Health, Employee Turnover; and College and Student Support Services Effectiveness.

Overall Climate Satisfaction

- 78% of faculty and staff report being satisfied/very satisfied with the overall campus climate at Skagit Valley College

Student Satisfaction and Survey Response Rate

- 74% of students at Skagit Valley College report being satisfied/very satisfied with their experience at the institution; 81% would choose to enroll at the college again if given the option.

Fiscal Health

- The college's current composite CFI score is **2.23**, which indicates SVC is currently financially stable with moderate financial flexibility.

Employee Turnover

- The college's current 2-year rolling average turnover rate is 26%, below our initial target of 30%; efforts will continue to better track, disaggregate, and reduce employee turnover rates.

Student Services/College Support Services Effectiveness

- The College is making solid progress on creating a culture of continuous improvement with the implementation of program review throughout all areas of the college.

Summary:

Institutional Capacity is the college's newest strategic priority and therefore many of our Key Performance Indicators (KPIs) of success are in the initial stages of development. However, the college has made solid progress in moving towards our targeted outcomes in each of the five KPIs. Overall campus climate satisfaction for faculty and staff is at 78%, while student satisfaction with their SVC college experience is at 74%. Both metrics show improvement and are nearing their target of 80% satisfaction. The college has a current CFI score of 2.23, indicating a financially stable institution with moderate financial flexibility. Employee turnover is currently at 26%, below our initial target of 30%. Finally, the college is making timely progress implementing the program review process throughout all units of the institution. All Student Service units have completed their first program review cycle and will begin another cycle at the end of this academic year. Meanwhile, half of the units in College Support Services are undergoing their first program review process this academic year, with the remainder slated to begin their processes during the 2026-2027 academic year.

II. KPI: CAMPUS CLIMATE

The campus climate key performance indicator (KPI) includes the following target:

- ***Increase the percentage of SVC employees reporting a positive campus environment to 80% (baseline: 72%).***

CAMPUS CLIMATE SATISFACTION

Context: In 2022, SVC, along with many other community colleges in Washington State, first administered the Higher Education Data Sharing (HEDS) consortium Campus Climate Survey in response to RCW: 28B.10.147 which requires institutions of higher education to assess campus climate in regards to diversity, equity, and inclusion and to share the results of this assessment widely on campus as well as on the institution's website.

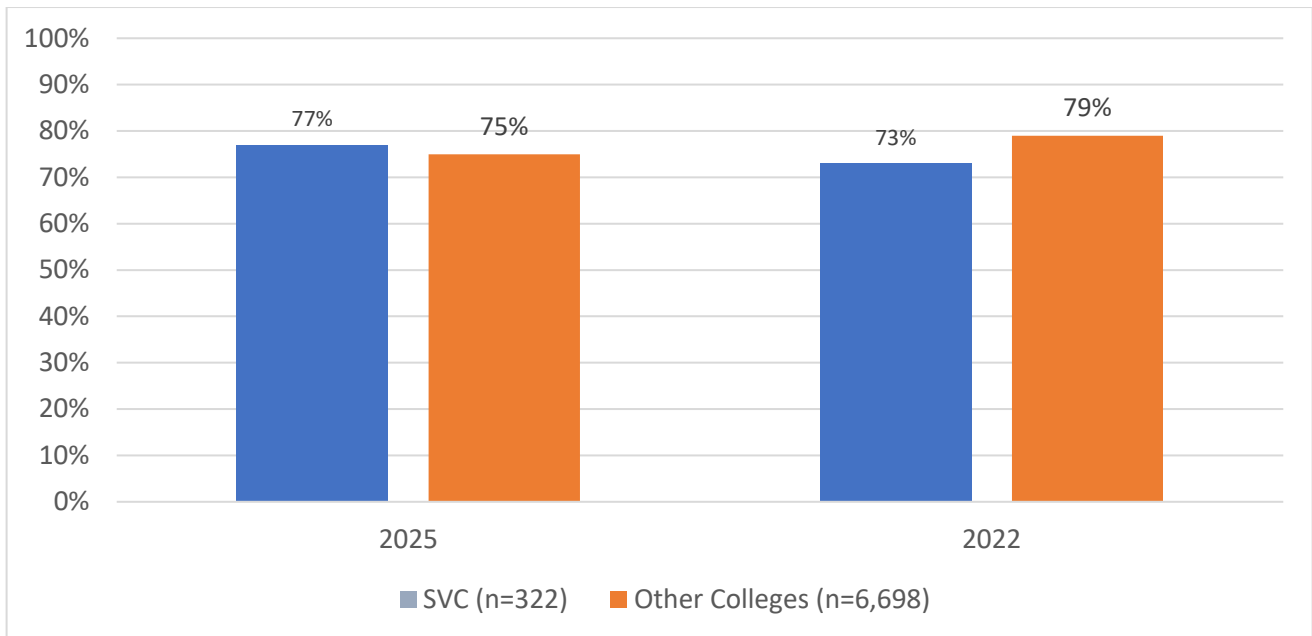
During the initial HEDS administration, the College was dealing with many externally driven disruptions. Most notable, employees were in the middle of dealing with a highly disruptive CTC Link conversion process, the College was implementing budget cuts in anticipation of future state budget cuts, and SVC was enforcing Covid-19 mandates (vaccinations and mask-wearing) that led to terminations, resignations, and potential terminations for non-compliant employees. These disruptions varied across the CTC system and affected colleges differently.

The initial results from this survey were shared widely across campus and discussed in a variety of settings and formed the basis for two strategic priority KPIs: employee Sense of Belonging (included in Opportunity) and overall employee rates of Campus Climate (included in Institutional Capacity).

Finally, overall (non-disaggregated) HEDS survey scores include data from students, faculty, and staff, with students comprising approximately 1/3 of the 2025 sample size. However, student response rate is too low to be representative (n=113 which is about 1% of the SVC student population). In contrast, faculty and staff response rates to the 2025 survey were robust (n= 180-226 depending on question/category) representing just under 50% of full-time employees or just under a quarter of all employees (when counting part-time faculty). Therefore, unlike student responses, disaggregated data for various employee groups can be considered valid and representative of these groups.

Figure 1 below is from the HEDS survey general measure for Overall Campus Climate for students, faculty, and staff. The following section will report more specifically on employee overall campus climate satisfaction.

Figure 1: Overall Campus Climate Satisfaction



Key Findings:

- 77% of SVC’s faculty, staff, and students are generally or very satisfied by the overall campus climate at the college. This is slightly higher than the comparison group (77% vs 75%) and a 4% improvement from 2022.

Interpretation

- The HEDS survey is an externally administered, anonymous survey. Results are returned to institutions in predetermined categories with a wide range of disaggregated data. Interpreting survey results can be difficult and it is important to remember that surveys represent a snapshot in time. When done with a large enough sample, survey data can reliably tell you participants’ answers to specific questions: survey data cannot tell you the “why” or “how” or any specific context for participants responses.

Table 1: Percentage of employees who report being satisfied/very satisfied with the Overall Campus Climate at SVC (HEDS 2025)

Survey Questions	SVC	Other Colleges
<i>Overall Campus Climate</i>	78%	64%
<i>The campus experience/environment regarding diversity at your institution</i>	75%	60%

Key Findings:

- SVC employees (faculty, staff, and administrators) score significantly higher than peers on both overall campus climate (78% vs. 64%) and the campus climate and diversity experience (75% vs. 60%).

- SVC faculty showed the largest gains in satisfaction with overall campus climate, while staff and administrators showed more modest gains. Both groups now show similar satisfaction with the overall campus climate at SVC.

COMPOSITE METRIC FOR CAMPUS CLIMATE

The HEDS Campus Climate Survey provides a more comprehensive metric for evaluating employees' satisfaction with SVC's climate by creating a composite score that averages respondents' answers to the following 4 questions (involving both sense of belonging and campus climate):

Response options: 1=Very dissatisfied; 2=Dissatisfied; 3=Neither satisfied nor dissatisfied; 4=Satisfied; 5=Very satisfied

- The overall campus climate.
- The campus experience/environment regarding diversity at your institution.
- The extent to which you experience a sense of belonging or community at your institution.
- The extent to which you feel all community members experience a sense of belonging or community at your institution.

Table 2 shows composite scores evaluating Campus Climate disaggregated by different institutional constituencies. Averages are only calculated for groups containing 5 or more participants, and higher average scores indicate a higher sense of support. Comparisons between disaggregated SVC institutional groups and their counterparts at other colleges are displayed using arrows representing "effect size". Effect size measures the magnitude of the difference between the average score for SVC employees and the average score for employees at other colleges. Effect size can only be calculated when the groups include ten or more participants in a given category. Arrows pointing down indicate that members of an employee group at SVC, on average, feel less satisfied with the campus climate than their counterparts at other colleges, while arrows pointing up indicate that members of a particular employee group feel more satisfied than their counterparts at other colleges. An "≈" sign indicates no significant difference between SVC employees and peers at other colleges.

Table 2: Composite Score for Campus Climate Satisfaction (2025)

	Skagit Valley College				Other Baccalaureate Colleges/ Associate's Colleges		All Other Institutions		
	Effect Size ²				n	Mean	n	Mean	
	n	Mean ¹	vs. Other Baccalaureate Colleges/ Associate's Colleges	vs. All Other Institutions					
Overall Results									
Campus Climate Indicator	332	3.85	≈	↑	6,698	3.86	137,075	3.73	
Results by Role									
Faculty	74	3.74	↑↑	↑	1,090	3.45	21,819	3.57	
Staff/Administrators	106	3.84	↑	↑	1,387	3.58	33,903	3.70	
Results by Role and Race/Ethnicity									
All Employees	White	126	3.89	↑↑	↑	1,441	3.55	38,103	3.70
	African American/Black	5	3.30			79	3.47	3,101	3.44
	Hispanic/Latino	18	3.82	↑	↑	211	3.59	2,409	3.69
	Asian	5	4.30			120	3.55	2,050	3.73
	Multiple races/ethnicities	9	3.31			282	3.58	3,999	3.52
	All other races/ethnicities	5	3.70			95	3.49	1,266	3.54
	International	0				32	3.32	1,044	3.94
Results by Role and Gender Identity									
All Employees	Man	40	3.93	↑↑	↑	813	3.62	19,519	3.75
	Woman	123	3.81	↑↑	↑	1,506	3.51	33,387	3.62
	Non-binary	8	3.38			46	2.90	832	3.12
	Cisgender	166	3.82	↑	↑	2,301	3.55	49,231	3.67
	Unsure	2				9	3.39	145	3.18
	Transgender	3				60	3.10	439	3.15
Results by Role and Sexual Orientation									
All Employees	LGBQ+	30	3.83	↑↑↑	↑↑	485	3.30	8,198	3.45
	Straight (Heterosexual)	127	3.88	↑↑	↑	1,796	3.61	43,428	3.71
Results by Role and Political Views									
All Employees	Conservative	9	3.86			203	3.59	5,508	3.89
	Middle-of-the-road	44	3.89	↑↑	↑	602	3.62	14,910	3.80
	Liberal	100	3.80	↑↑	↑	1,266	3.50	27,605	3.53
Results by Role and Disability Status									
All Employees	No disability	153	3.85	↑↑	↑	1,953	3.57	48,060	3.70
	Temporary disability	1				71	3.26	910	3.45
	Long-term disability	17	3.49	↑	↑	307	3.38	4,133	3.36
Results by Role and Religious Affiliation									
All Employees	Christian	67	3.95	↑	↑	961	3.69	26,572	3.79
	Jewish	2				49	3.10	1,726	3.55
	Muslim	0				32	4.08	592	3.78
	Other religious affiliation	7	4.43			181	3.51	2,861	3.59
	Spiritual, but not religious	39	3.71	↑	↑	330	3.50	5,468	3.55
	Atheist/Agnostic	42	3.70	↑↑	↑	604	3.40	12,698	3.52

¹We only show means for groups of five (5) or more people.

²"Effect size" measures the magnitude of the difference between the mean score for your students and employees and the mean score for students and employees at all other institutions. **We only calculate effect size when the mean at your institution includes ten (10) or more people.**

↑↑↑ Large positive difference ↑↑ Medium positive difference ↑ Small positive difference ≈ No difference
 ↓↓↓ Large negative difference ↓↓ Medium negative difference ↓ Small negative difference

Key Findings: SVC employees rate their satisfaction with campus climate significantly better than their counterparts at peer institutions for *all* disaggregated categories for which analyses are provided (based on adequate sample size).

III. KPI: STUDENT SATISFACTION

The student satisfaction key performance indicator (KPI) includes two targets:

- ***Increase student response rate to 20% (baseline: 5%)***
- ***Increase student satisfaction rate to 80% (baseline: 58%)***

Context: Skagit Valley College (SVC) administers the Ruffalo Noel Levitz Student Satisfaction Inventory (SSI), a comprehensive instrument designed to assess students’ expectations and their overall experiences at the institution, each spring term. The survey evaluates multiple dimensions of student experience in college, including instructional effectiveness, academic advising, admissions and financial aid services, campus climate, student support services, and registration processes. The table below presents overall student response rates and satisfaction levels, along with established benchmarks toward the 2028 institutional targets.

Table 3: SVC Student Satisfaction and Response Rate (SSI Survey)

Measure	Baseline	2025 Survey	2028 Target
Student Response Rate	5%	16%	20%
Students Satisfied or Very Satisfied	58%	74%	80%

Key Findings:

- Student response rate improved by 11% from baseline, from 5% to 16% nearing the target of 20%.
- Students who reported being satisfied or very satisfied with SVC improved from 58% to 74%, nearing the target of 80%.
- In 2025, 81% of students said they would choose to enroll at SVC again (up from 68% in 2024)
- **Strengths** identified include:
 - 1) A welcoming environment
 - 2) Intellectual growth
 - 3) Strong faculty engagement
 - 4) Accessible advisors
 - 5) Adequate and accessible computers and Wi-Fi
 - 6) Up-to-date lab equipment
 - 7) A safe campus
 - 8) Supportive library services
 - 9) Caring and helpful staff
 - 10) People respect and support each other.

- **Challenges** identified include:
 - 1) Clear understanding of degree requirements and the path to graduation
 - 2) Adequate financial aid availability
 - 3) Reasonable billing policies
 - 4) Timely feedback on student progress in courses
 - 5) Advisors' knowledge of transfer requirements
 - 6) Policies and procedures regarding registration and course selection
 - 7) Consistent quality of instruction across classes
 - 8) Ability to register for needed classes with few scheduling conflicts.

Interpretation

- It is probable that much of the improvement seen in the 2025 SSI resulted from an increased response rate, which more accurately reflects overall student feedback rather than any significant changes to the college over the previous year. We will look to see if this is maintained in future administrations of the survey.

IV. KPI: FINANCIAL HEALTH

The Financial Health Key performance indicator (KPI) has the following target:

- ***Maintain a Composite Financial Index (CFI) score of at least 3.0***

Context: The Composite Financial Index (CFI) is a higher education financial assessment tool used to evaluate the overall financial health, flexibility, and long-term sustainability of an institution. The model combines four financial ratios (see **Table 4** below) into a single score intended to provide a high-level view of institutional financial condition. In general:

- Scores above 3.0 are considered financially strong.
- Scores between 1.5 and 3.0 are generally viewed as financially stable.
- Scores below 1.5 may indicate increasing financial stress.

Table 4: Operating Performance Metrics

Measure	Score	Description & Interpretation
Primary Reserve Ratio	1.05	<p>Measures expendable financial resources relative to annual operating expenses. Skagit Valley College’s ratio indicates the college maintains strong financial reserves and liquidity relative to annual operating costs.</p> <p>This result suggests:</p> <ul style="list-style-type: none"> • strong reserve capacity, • healthy financial flexibility, • and an ability to absorb short-term financial disruption. <p>At the same time, the ratio does not fully capture deferred maintenance obligations or future capital renewal needs associated with maintaining college facilities and infrastructure.</p>
Viability Ratio	0.88	<p>Measures the institution’s ability to cover long-term debt obligations using expendable financial resources. The FY25 Viability Ratio indicates Skagit Valley College maintains exceptionally strong debt capacity and relatively low leverage.</p> <p>This suggests:</p> <ul style="list-style-type: none"> • the college maintains significant financial flexibility relative to debt, • debt obligations are manageable, • and the institution is not highly leveraged. <p>This type of result is relatively common among community colleges that rely heavily on state-supported capital funding and maintain modest institutional borrowing levels.</p>
Return on Net Assets (RONA) Ratio	0.01	<p>The Return on Net Assets Ratio measures whether the institution’s overall financial position improved during the fiscal year.</p> <p>Skagit Valley College’s positive but modest result suggests:</p> <ul style="list-style-type: none"> • the institution’s overall financial position remained stable, • slight growth occurred during the fiscal year, • long-term financial expansion remains limited.
Net Operating Revenues Ratio	0.20	<p>Measures whether annual operations generate a surplus or deficit. Skagit Valley College’s ratio indicates the institution is operating very close to break even. This suggests:</p> <ul style="list-style-type: none"> • stable but narrow operating performance, • limited recurring surplus generation, • and ongoing structural pressure within annual operations. <p>This pattern is increasingly common across higher education due to:</p> <ul style="list-style-type: none"> • compensation and benefit growth • utilities inflation • software and subscription cost escalation • uncertainty related to enrollment and state funding.

Key Findings:

- Skagit Valley College has an estimated Composite Financial Index (CFI) score of approximately **2.23**.
- Overall, Skagit Valley College is financially stable with strong reserve capacity and debt flexibility. However, long-term sustainability will depend upon continued attention to:
 - enrollment stability,

- operating efficiency,
 - compensation and benefit pressures,
 - financial system improvements,
 - and long-term strategic resource planning.
- The institution's financial profile suggests SVC is not currently experiencing immediate financial distress, though continued strategic attention to structural operating pressures will remain important in future fiscal years.

Interpretation:

A score of 2.23 suggests that Skagit Valley College is currently financially stable with moderate financial flexibility. The college demonstrates strong reserve capacity and low debt exposure; however, annual operating performance remains relatively narrow and should continue to be monitored carefully as part of long-term financial planning. Overall, Skagit Valley College is financially stable with strong reserve capacity and debt flexibility. However, long-term sustainability will depend upon continued attention to:

- enrollment stability,
- operating efficiency,
- compensation and benefit pressures,
- financial system improvements,
- and long-term strategic resource planning.

Importantly, this financial profile is similar to many community and technical colleges nationally, particularly institutions operating within:

- constrained state funding environments,
- increasing compensation and benefit costs,
- enrollment volatility,
- and growing operational and compliance requirements.

While the Composite Financial Index is a useful high-level financial indicator, it has important limitations that should be understood when evaluating the financial condition of Skagit Valley College:

1. Modern governmental accounting standards related to pension and retiree healthcare liabilities can materially distort unrestricted net position and annual operating results. These accounting entries do not always reflect operational cash performance.
2. The CFI does not directly measure deferred maintenance or future infrastructure replacement needs. An institution may appear financially healthy while simultaneously carrying significant long-term facility pressures.
3. Institutions undergoing ERP transitions, audit remediation, reconciliation cleanup, or accounting restructuring may experience temporary distortions in financial ratios due to year-end adjustments and accounting corrections. This consideration is particularly relevant across many institutions within the Washington State Board for Community and Technical Colleges system.
4. Community colleges often present a different financial profile than universities. Many colleges maintain: strong liquidity, low debt, but narrow operating margins. As a result, it is common for community colleges to demonstrate strong reserve and viability measures while simultaneously showing weaker operating performance ratios.

V. KPI: EMPLOYEE TURNOVER

The target for financial health key performance indicator is:

- ***Establish a baseline turnover rate***
- ***Achieve staff turnover rate of less than 30%***

Context: Following the turmoil of the Covid 19 pandemic, SVC (as well as most other institutions of higher education) experienced a significant increase in employee turnover. High employee turnover carries significant institutional costs; it is expensive to recruit, hire, and train new employees, there is often a significant loss of expertise, and it can be difficult to maintain cultural focus and integrity. As a result, the college at SVC sought a better understanding of both turnover rates as well as ways to mitigate the trend when possible.

Key Findings:

- 2-year rolling average baseline employee turnover rate = 26%

Interpretation: Current ctclink data systems make tracking and disaggregating employee turnover difficult. However, the HR department has been able to calculate a **baseline turnover rate for all employees at 26%**. This is below our proposed target of 30%. However, in future years, the college seeks the ability to disaggregate turnover rates more specifically by employee category. This will help both with strategies to mitigate turnover as well as to potentially set differential targets for various employee categories.

VI. KPI: COLLEGE AND STUDENT SUPPORT SERVICES EFFECTIVENESS

The target for college and student support services effectiveness is:

- ***Improvements in culture, organization, resources, and/or efficiency in: HR, IT, Business Office, Institutional Research, Budgeting, Grants, and the college website***

Context: As part of our ongoing efforts to improve institutional effectiveness, planning, and student outcomes, the College made the decision to expand the use of program review from Academic Affairs to encompass all areas of the college. This is an ongoing effort that requires both technical solutions (i.e. structure of each area's program review, embedding the review into annual processes) as well as a significant cultural and paradigmatic shift for the institution. The overarching goal for this effort is to integrate the process and results of program review with institutional and area operational planning, with the intended outcome of improving services, efficiency, culture, and the ability to leverage efforts around common institutional goals (i.e. the strategic priorities). In our recent Year 7 site visit and evaluation of institutional effectiveness, the Northwest Commission on Colleges and Universities (NWCCU) complimented the college on our progress in this area, and also left us with a formal recommendation to *"ensure all college units engage in ongoing and structured program review processes that directly guide planning, resource allocation, and capacity to achieve mission fulfillment"*.

Key Findings:

- **Student Services.** All major units in student services have gone through one completion round of program review: Admissions, Advising, Disability Access, International Programs, Financial Aid, Student Life, and Learning Support Services (Tutoring/Library/eLearning/Computer Labs). These areas will begin their second

year of program review in spring/summer of 2026. Results from the first cycle are available on the SVC college website.

- **College Support Services.** Within College Support Services, the Business Office, Information Technology, and Human Resources have initiated and are completing their first ever program review processes this academic year (2025-2026). As part of this work, each area conducted anonymous surveys of key campus users to gather feedback on strengths and areas for improvement. These programs are currently analyzing survey results alongside internal data to develop their first-round program review findings. In 2027, CSS program review will expand to additional services areas, including Marketing, Institutional Research, Budgeting, Facilities, and Grants.

VII. CONCLUSION

Institutional Capacity is the college's newest strategic priority and therefore many of our Key Performance Indicators (KPIs) of success are in the initial stages of development. However, the college has made solid progress in moving towards our targeted outcomes in each of the five KPIs. Overall campus climate satisfaction for faculty and staff is at 78%, while student satisfaction with their SVC college experience is at 74%. Both metrics show improvement and are nearing their target of 80% satisfaction. The college has a current CFI score of 2.23, indicating a financially stable institution with moderate financial flexibility. Employee turnover is currently at 26%, below our initial target of 30%. Finally, the college is making timely progress implementing the program review process throughout all units of the institution. All Student Service units have completed their first program review cycle and will begin another cycle at the end of this academic year. Meanwhile, half of the units in College Support Services are undergoing their first program review process this academic year, with the remainder slated to begin their processes during the 2026-2027 academic year.