



SVC Board of Trustees Strategic Priority Performance Report: Institutional Capacity

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2026 PERFORMANCE REPORT: INSTITUTIONAL CAPACITY

SCHEDULE OF SVC STRATEGIC PRIORITY PERFORMANCE REPORTS

- February 2026: Student Success
- March 2026: Opportunity
- **May 2026: Institutional Capacity**
- June 2026: Enrollment & Community Engagement

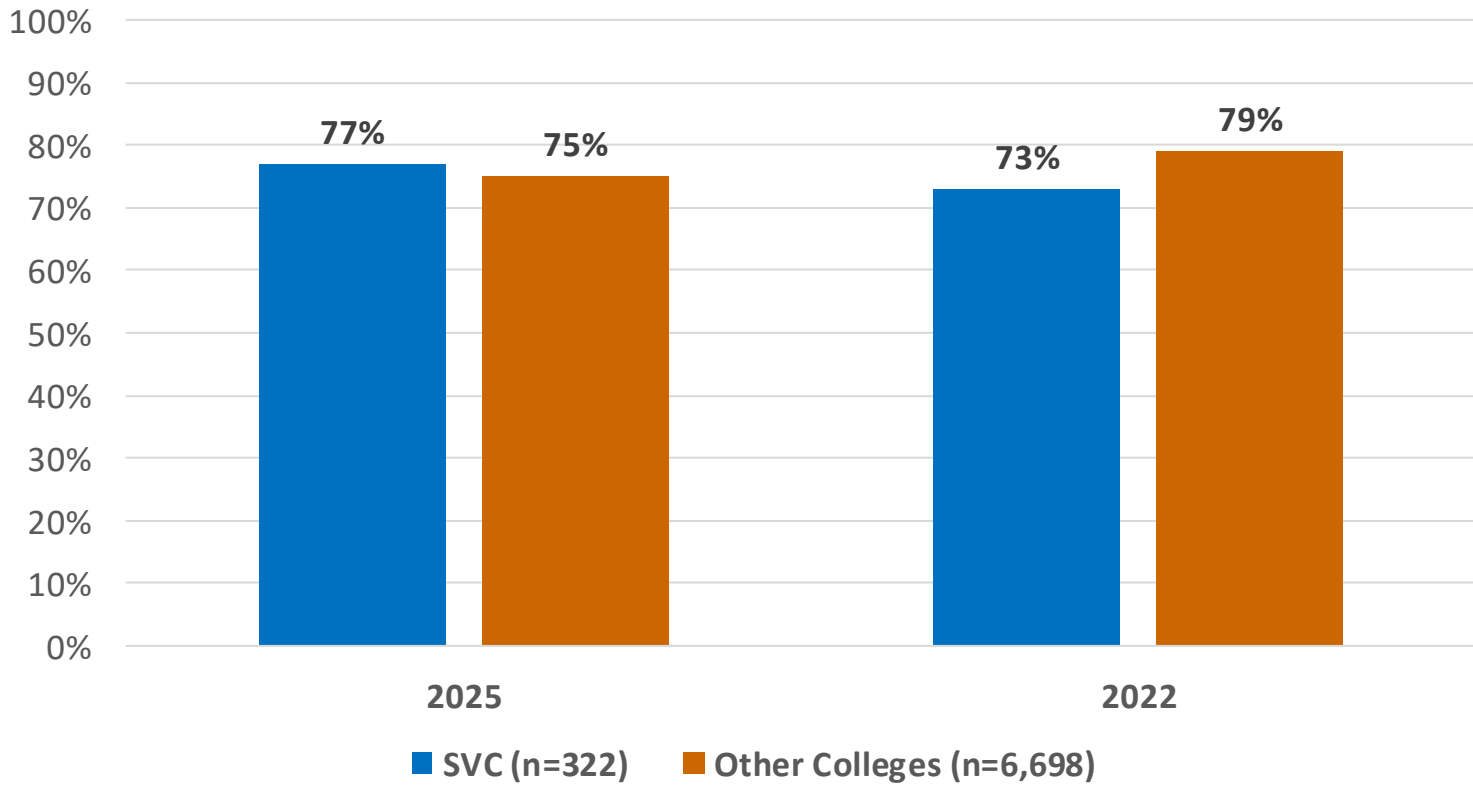
Strategic Priority: Institutional Capacity

Campus Climate

Outcome Statement #4a: Improve employee climate satisfaction	
KPI	Campus Climate
Metric	HEDS Campus Climate Survey
Target(s)	Increase percentage of SVC employees reporting a positive campus environment to 80% (baseline = 72%)

% of Faculty, Staff, and Students who were satisfied/very satisfied with the Overall Campus Climate at Skagit Valley College

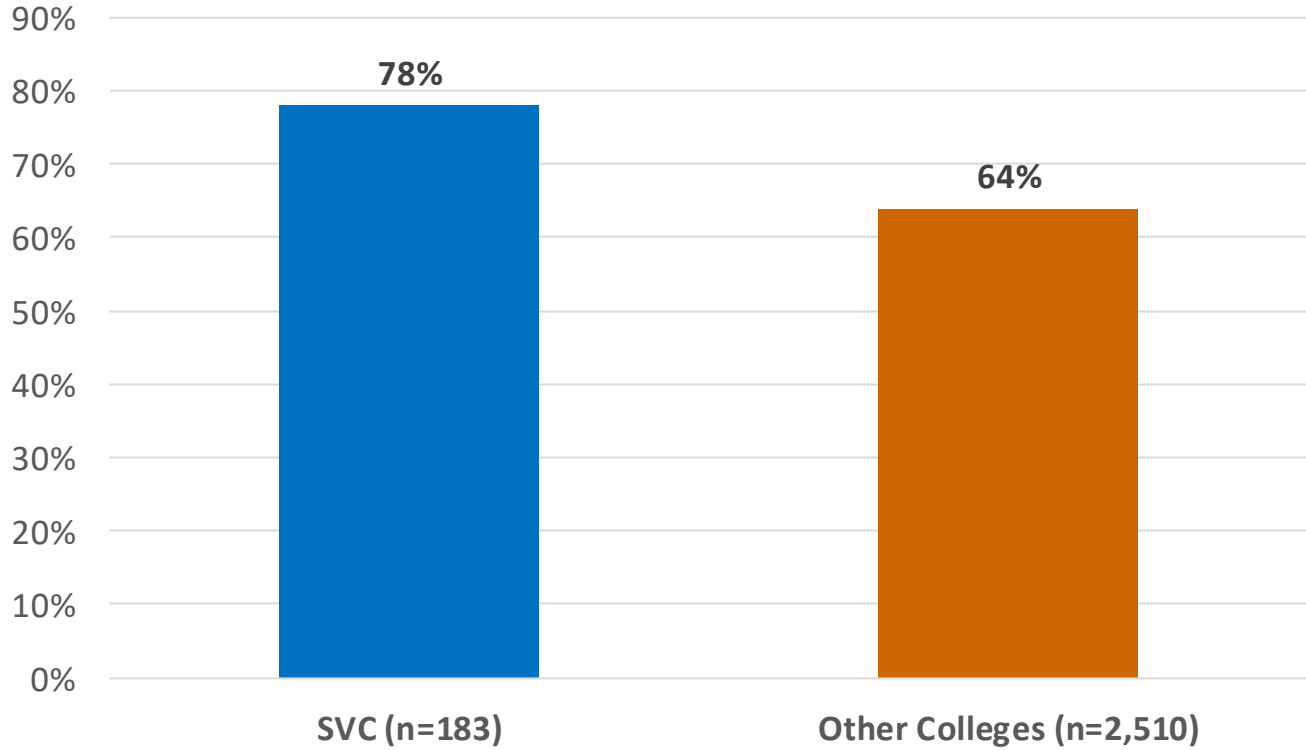
Target
80%



Source: Higher Education Data Sharing (HEDS) consortium Campus Climate Survey

% of SVC Employees (Faculty and Staff) who are satisfied/very satisfied with the Overall Campus Climate

Target
80%



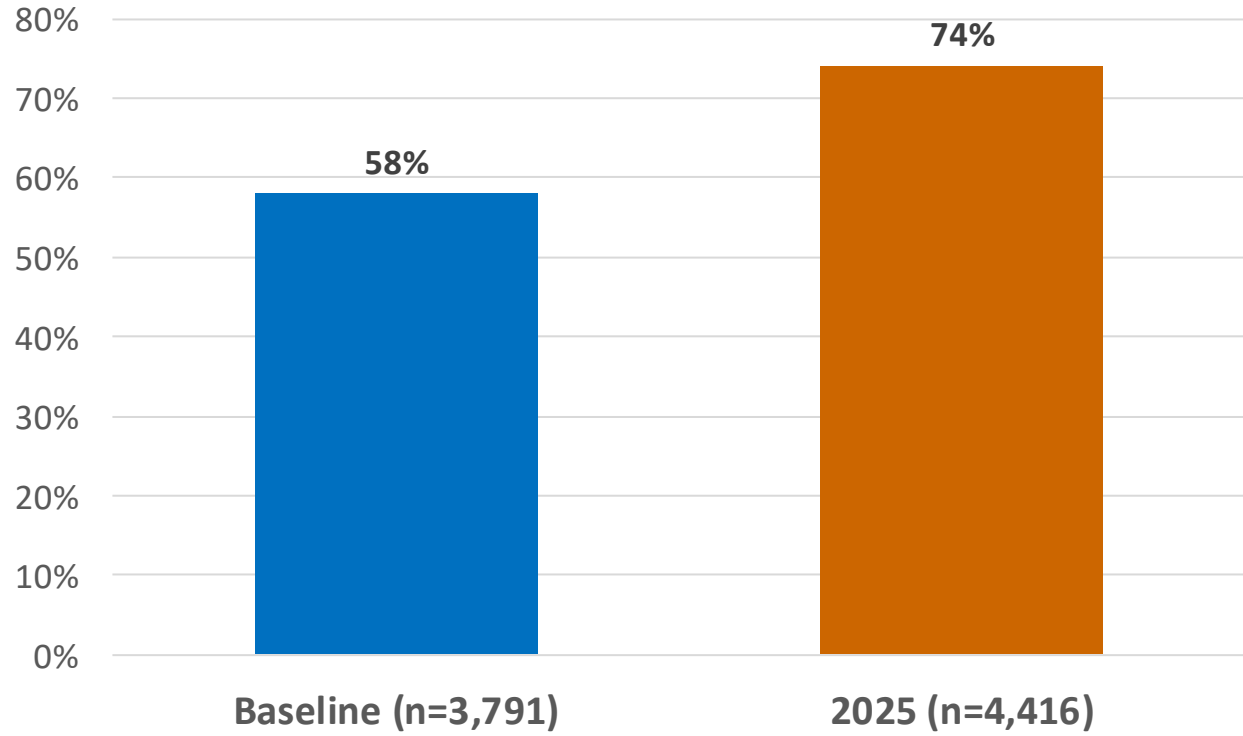
Source: Higher Education Data Sharing (HEDS) consortium Campus Climate Survey

Strategic Priority: Institutional Capacity Student Satisfaction

Outcome Statement #4b: Improve student climate satisfaction	
KPI	Student Satisfaction
Metric	RNL Student Satisfaction Inventory
Target(s)	<ul style="list-style-type: none">• Increase student response rate to 20% (baseline = 5%)• Increase student satisfaction rate to 80%

SVC Student Satisfaction

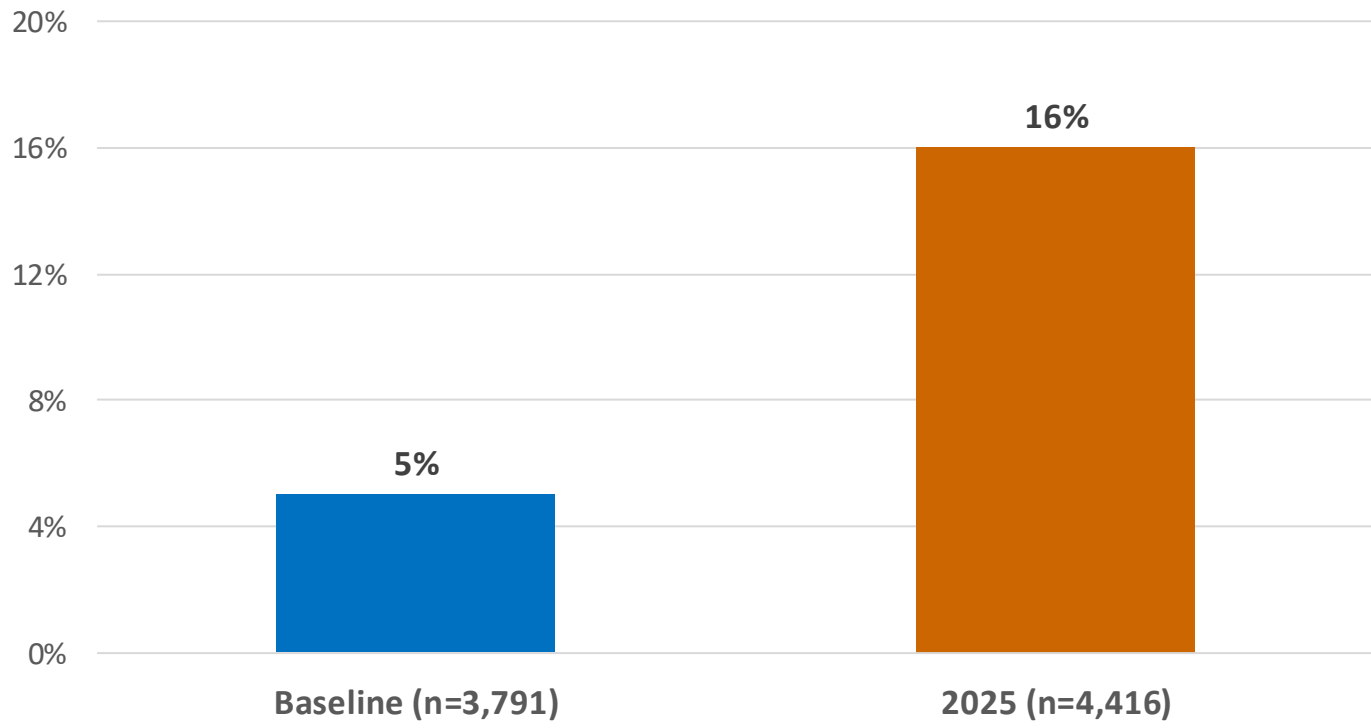
Target
80%



Source: Noel-Levitz Student Satisfaction Inventory (SSI) survey

SVC Student Response Rate

Target
20%



Source: Noel-Levitz Student Satisfaction Inventory (SSI) survey

IDENTIFIED KEY STRENGTHS AND CHALLENGES STUDENT SURVEY

Key Strengths

- A welcoming, safe, and respectful campus environment with strong faculty engagement and supportive, caring staff

Key Challenges

- Advising (e.g. clear knowledge of degree requirements, transfer requirements, etc.) and other student support services such as registration, scheduling, and financial aid

Strategic Priority: Institutional Capacity Financial Health

Outcome Statement #4c:

Maintain indicators of strong institutional fiscal health

KPI	Financial Health
Metric	Measure that combines multiple financial ratios—including primary reserve ratio, net income ratio, return on net assets, and viability ratio—into a single score. A score above 3.0 indicates strong financial health, while a score below 1.0 signals financial stress.
Target(s)	Maintain a CFI score of at least 3.0 each fiscal year, ensuring the college maintains financial stability and long-term sustainability.

FINANCIAL HEALTH

Operating Performance Metrics

Target
CFI 3.0

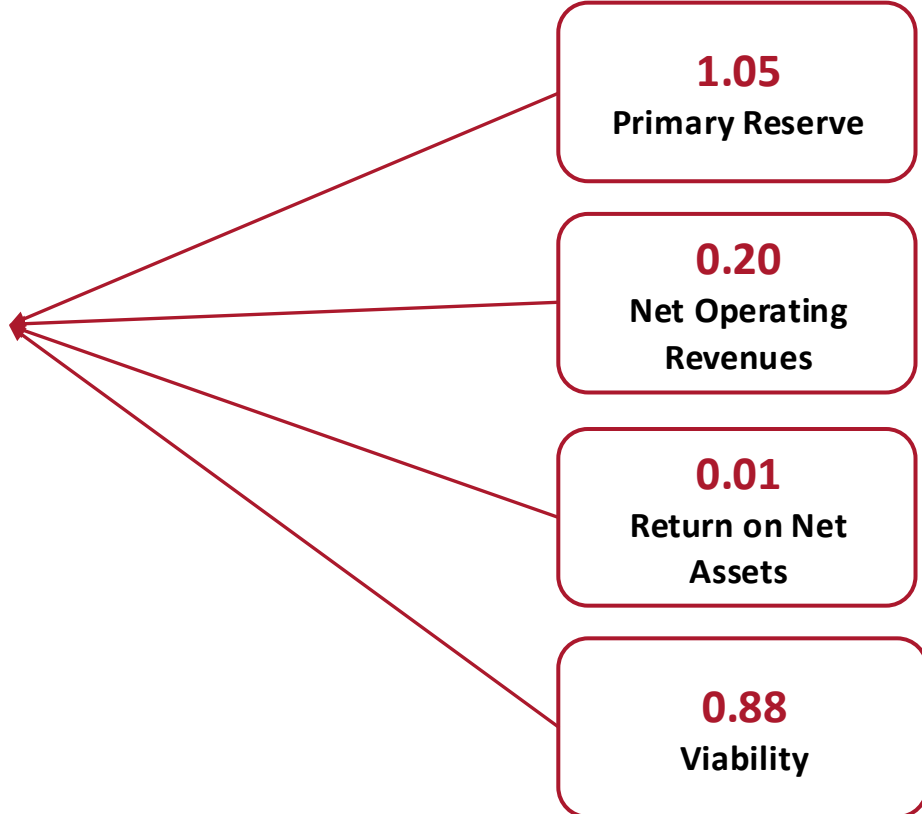
2.23
Composite Financial
Index (CFI)

1.05
Primary Reserve

0.20
Net Operating
Revenues

0.01
Return on Net
Assets

0.88
Viability



FINANCIAL HEALTH

Key Points for SVC Fiscal Health:

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
- long-term strategic resource planning

Strategic Priority: Institutional Capacity

Employee Turnover

Outcome Statement #4d: Reduce staffing turnover rates	
KPI	Employee Turnover
Metric	Percentage of employees who left the organization in a given time period
Target(s)	<ul style="list-style-type: none"> • Establish baseline turnover rate by 2025 • Achieve staff turnover rate of less than 30%

EMPLOYEE TURNOVER

- Establish Baseline:
 - The 2-year rolling average turnover rate for all SVC employees is **26%**
- Next steps
 - Disaggregate turnover rates by employee type
 - Potentially modify overall target of > 30% by employee type based on peer comparison data and best-practice research

Target
30%

Strategic Priority: Institutional Capacity

College and Student Support Services Effectiveness

Outcome Statement #4e: Improve culture, organization, resources, and/or efficiency of college and student support service areas	
KPI	College and Student Support Services Effectiveness
Metric	Program Review data establishing, reviewing, and creating improvement plans for the effectiveness of targeted areas: Human Resources, Information Technology, Business Office, Budgeting, Institutional Research, Marketing/Outreach, Enrollment Services, Financial Aid, Advising, Student Life, and Tutoring and Learning Support Services
Target(s)	Demonstrated improvements in culture, organization, resources, and/or efficiency in: HR, IT, Business Office, Institutional Research, Budgeting, Grants, and the college website

COLLEGE AND STUDENT SUPPORT SERVICES EFFECTIVENESS

- **Student Services** have gone through one complete cycle of program review
 - Admissions, Advising, Disability Access Services, International Programs, Financial Aid, Student Life, Learning Support Services (Tutoring, Library, eLearning, support labs)
- **College Support Services** has started program review in the following areas: HR, IT, and the Business Office
- Next year we will implement program review in the following areas: Marketing, IR, Grant Services, Budgeting, and Facilities

KEY TAKEAWAYS: INSTITUTIONAL CAPACITY

- 78% of faculty and staff are satisfied/very satisfied with the overall campus climate at SVC
- 74% of SVC students are satisfied/very satisfied with their experience at the college
- SVC is financially stable with moderate financial flexibility
- We continue to explore ways to monitor and reduce staffing turnover
- The College is making solid progress on creating a culture of continuous improvement through the implementation of program review throughout all areas of the college