Core Theme - Teaching and Learning
Results and Suggested Improvements

| UNIVERSITY OBJECTIVE 1.1 Enhance student success by continually improving the curricular, co-curricular, and extracurricular programs |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Outcomes | Indicators | Expected Performance <br> Level (Criterion) | Responsible Reporting Unit | Key Strategies/ Initiatives | Budget/Resource Analysis |
| 1.1.1 Students will achieve programmatic learning outcomes | 1.1.1.1: Student performance data and outcomes achievement as described in annual program assessment reports and standardized exams. | 100\% annual program reporting <br> 80\% reported programmatic outcome attainment <br> At or above selected peer averages on standardized major field tests | Reported by Associate Provost | Professional Development (e.g., teaching and assessment) | Release time, goods and services, and secretary costs for Coordinator of Assessment |
|  | 1.1.1.2: Post-grad job and graduate school placement Rates | Baseline to be determined | Reported by Dean of Student Success | Cooperative Education | Staff, goods and services, and secretary costs <br> Strategic initiative funding should by sought for support for gathering this data |
| Results/Findings |  |  |  |  |  |
| Annual Program Assessment Reports |  |  |  |  |  |
| $100 \%(119 / 119)$ of degree programs completing annual reports or updated plans in 2010-2011 assessment cycle. This is the third straight year of increased report submission (from $75 \%$ in 2007-2008 to $86 \%$ in 2008-2009 to $91 \%$ in 2009-2010). |  |  |  |  |  |
| 334 programmatic outcomes ( 74 graduate and 260 undergraduate) were assessed this year. 261 of the 334 ( $78 \%$ ) programmatic outcomes were reported as students meeting and/or exceeding stated outcome mastery/criterion levels. Trend was stronger at the graduate level ( 69 of $74,93 \%$ ) and improved from 2009/2010 when 67 of 78 or $86 \%$ of student learning goals were met. At the undergraduate level, 192 of 260 learning goals ( $74 \%$ ) were met. This is down from 2009/2010 when 244 of 292 goals ( $84 \%$ ) were met. <br> 2011-2012 Education Testing Service Major Field Test Results |  |  |  |  |  |


|  | Business | Economics | Computer Science | Physics | Psychology | Totals* |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| CWU Average |  |  |  |  |  |  |
| Score | 157 | 168 | 149 | 151 | 154 |  |
| Percent of Institutions Below CWU | 79\% | 89\% | 50\% | 63\% | 43\% | 68\% |
| Number of CWU Test Takers | 356 | 15 | 29 | 10 | 143 | 553 |
| U.S. averages from (month/year): | 9/10-6/11 | 9/08-6/11 | 2/06-6/11 | 2/04-6/11 | 9/10-4/11 |  |
| Number of Institutions | 438 | 68 | 232 | 141 | 167 |  |
| Number of U.S. examinees | 32,982 | 2,829 | 9,095 | 3,267 | 4,603 | 52,776 |

* The CWU institution-wide "percent below" is an average of department percentiles weighted by the
number of examinees in each department. "Percent below" data is from ETS institutional mean tables.


## Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget

Programmatic student learning outcomes assessment reporting finally met the $100 \%$ level across the university - with a significant positive trend of improvement over the past few years. Further emphasis and accountability from Deans should assist in departments and programs maintaining the $100 \%$ reporting mark this coming year. In addition, a partial faculty release position (Coordinator of Academic Assessment) was created/funded to assist departments in their assessment efforts for 2012-2013 and beyond. Programmatic and student attainment of learning outcomes was below 80\% in terms of institutional average. Despite these results, CWU students tend to do better than the national average on standardized tests. In response to these results and in improving the teaching and learning process, a partial faculty release position (Coordinator of Faculty Development) was created/funded to assist departments in improving the teaching and learning experience.
It is recommended that with respect to programmatic outcomes attainment, reporting of undergraduate and graduate student results should be analyzed separately and a criterion be established at $80 \%$ for undergraduate students and $90 \%$ for graduate students as these levels differ. Also, there is a need to obtain results for all standardized tests given at CWU. This will allow for a more complete and accurate analysis and better overall comparison with peers. The Office of Assessment (i.e., Dr. Tom Henderson) will be directed to determine all departments that administer standardized tests and ensure that data is reported each year. It is also recommended that the department of Student Success and Alumni Office work together to obtain relevant data on job placement. In addition, it will be the work of the Teaching and Learning Core Theme Committee to work with these offices this coming year to establish a meaningful and obtainable criterion.
UNIVERSITY OBJECTIVE 1.1 Enhance student success by continually improving the curricular, co-curricular, and extracurricular programs

| Outcomes | Indicators | Expected Performance <br> Level (Criterion) | Responsible Reporting Unit | Key Strategies/ Initiatives | Budget/Resource Analysis |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 1.1.2 Students will persist to graduation with increased efficiency and rate | 1.1.2.1: Freshman-tosophomore persistence rates | 80\% | Reported by Director of Organizational Effectiveness | Early Alert System/ MapWorks | C-Port and Student Achievement Personnel |
|  | 1.1.2.2: Graduation rates | $\begin{aligned} & 4 \mathrm{yr}-30 \% \\ & 5 \mathrm{yr}-54 \% \\ & 6 \mathrm{yr}-62 \% \end{aligned}$ | Reported by Director of Organizational Effectiveness | Living Learning Communities | Faculty release, Housing staff, goods and services, and secretary costs |
|  | 1.1.2.3: Time-tograduation | High School (FTIC) <br> Mean: 4.6 yrs <br> Median: 4.2 <br> Transfers (DTA): <br> Mean: 2.9 yrs <br> Median: 2.2 | Reported by Director of Organizational Effectiveness | Learning Commons | Staff, goods and services, and secretary costs |
|  | 1.1.2.4: Number of degrees awarded per full-time equivalent instructional faculty member | Baseline to be determined | Reported by Director of Organizational Effectiveness | Small class sizes | Cost per full-time equivalent student |
|  | 1.1.2.5: Number of fulltime equivalent students taught per full time equivalent faculty | Baseline to be determined in terms of \% of classes less than 30 students | Reported by Director of Organizational Effectiveness |  |  |

## Results/Findings

2011:
First year persistence rate = 77.6\%

Graduation rate =
4 yr - 27.7\%
$5 \mathrm{yr}-49.5$
$6 \mathrm{yr}-55.9 \%$
Time-to-graduation
Native student Mean: 4.5 years
DTA Mean: 2.5 years

Number of degrees awarded per full-time equiv instructional faculty
6.75:1 in 2008
6.68:1 in 2011

Course sections taught: 1,249 with 833 (67\%) = below 30 enrollment.

## Student to faculty ratio: 21 (based on 10,324 students and 481 faculty)

Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget
While the first year persistence rate is below the set criterion, it is rather close. Thus, the committee felt the target was appropriate. In terms of improvement, all departments and programs would be encouraged through Deans to address retention in their newly developed strategic plans in the fall, 2012. It would be further recommended that all faculty would be provided with a copy of the Education Advisory Board's "Next Generation Advising" and that some level of professional development opportunity accompany the booklet.

Data as related to graduation rates and time-to-degree do not seem to match. A reanalysis of this information will be performed during the fall, 2012 quarter.
The theme committee is recommending:
1.1.2.4 indicator should be eliminated - as the relevancy of the number of degrees awarded per full-time equivalent faculty member was not seen as strong an indicator as 1.1.2.5 - number of full-time equivalent students taught per full-time equivalent instructional faculty.

There is a need for 1.1.2.5 to obtain data for the entire year and for several years on the percentage of classes with enrollment less than 30 students; obtain comparison data from other public institutions in WA state and national peer institutions; disaggregate graduate and undergraduate courses from calculation; determine an expected performance level.


| 2011-2012 <br> Student engagement |  |
| :---: | :---: |
|  |  |
| 925 internships - less than 10\% of students |  |
| TAs - 128 |  |
| RAs - 31 |  |
| 2012 |  |
| NSSE Questions |  |
| Student Response: <br> Percentage of students that responded to how often they did the following at their institution during current school year. | \% that reported "often to very often" |
| Asked questions in class or contributed to class discussions | $\begin{aligned} & 55 \% \text { LDS* }^{*} \\ & 79 \% \text { HDS** } \end{aligned}$ |
| Made a class presentation | $\begin{aligned} & \hline \text { 24\% LDS* } \\ & \text { 71\% HDS** } \end{aligned}$ |
| Prepared two or more drafts of a paper or assignment before turning it in | $\begin{aligned} & \text { 60\% LDS } \\ & 53 \% \text { HDS** } \end{aligned}$ |
| Worked on a paper or project that required integrating ideas or info. From various sources | $\begin{aligned} & \hline 80 \% \text { LDS } \\ & 91 \% \text { HDS** } \end{aligned}$ |
| Come to class without completing readings or assignments | $\begin{aligned} & \text { 22\% LDS** } \\ & 24 \% \text { HDS** } \end{aligned}$ |
| Worked with other students on projects during class | $\begin{aligned} & 36 \% \text { LDS* } \\ & 59 \% \text { HDS** } \end{aligned}$ |
| Worked with classmates outside of class to prepare class assignments | $\begin{aligned} & \text { 45\% LDS } \\ & \text { 68\% HDS** } \end{aligned}$ |
| Tutored or taught other students | $\begin{aligned} & \text { 13\% LDS* } \\ & 23 \% \text { HDS** } \end{aligned}$ |
| Participated in a community-based project as part of a regular course | $\begin{aligned} & \text { 12\% LDS* } \\ & \text { 18\% HDS* } \end{aligned}$ |
| Discussed ideas from readings or classes with others outside of class | $\begin{aligned} & \hline 21 \% \text { LDS } \\ & 32 \% \text { HDS } \end{aligned}$ |
| Number of written papers or reports of 20 pages or more (\% 1 or more) | $\begin{aligned} & \hline 73 \% \text { LDS } \\ & 81 \% \text { HDS** } \end{aligned}$ |
| Number of written papers or reports between 5-19 pages (\% 1 or more) | 95\% LDS** |


|  |  | 95\% HDS** |  |
| :---: | :---: | :---: | :---: |
| Number of written papers or reports fewer than 5 pages (\% 1 or more) |  | $\begin{aligned} & \hline 100 \% \text { LDS** } \\ & 96 \% \text { HDS** } \end{aligned}$ |  |
| Complete a practicum, internship, field experience, co-op experience, or clinical assignment (\% plan to do or have done) |  | $\begin{aligned} & \text { 77\% LDS* } \\ & 75 \% \text { HDS** } \end{aligned}$ |  |
| Completed community service or volunteer work (\% plan to do or have done) |  | $\begin{aligned} & \hline 82 \% \text { LDS } \\ & 72 \% \text { HDS* } \end{aligned}$ |  |
| Worked on a research project with a faculty member outside of a course (\% plan to do or have done) |  | $\begin{aligned} & \hline 36 \% \text { LDS } \\ & 33 \% \text { HDS } \end{aligned}$ |  |
| Completed study abroad (\% plan to do or have done) |  | $\begin{aligned} & \text { 40\% LDS } \\ & \text { 18\% HDS* } \end{aligned}$ |  |
| Time preparing for class (\% reporting more than 20 hrs . per week) |  | $\begin{aligned} & \text { 16\% LDS* } \\ & \text { 30\% HDS** } \end{aligned}$ |  |
| Time spent participating in co-curricular activities (\% reporting more than 5 hrs . per week) |  | $\begin{aligned} & \text { 27\% LDS* } \\ & \text { 21\% HDS* } \end{aligned}$ |  |
| Time spent studying and on academic work (\% reporting quite a bit or very much) |  | $\begin{aligned} & \hline 80 \% \text { LDS* } \\ & 77 \% \text { HDS* } \end{aligned}$ |  |
| *student results lower than Far West Public peer , Carnegie Class, and/or National comparison groups <br> **student results higher than Far West Public peer , Carnegie Class, and/or National comparison groups |  |  |  |
| NSSE Summary: In the 20 NSSE questions analyzed for students, lower division students (LDS) demonstrated results that were significantly lower for nine questions, higher for three questions, and no different for eight questions when compared to Far West Public peer, Carnegie Class, and/or National comparison groups. Higher division students (HDS) demonstrated results that were significantly lower for five questions, higher for thirteen questions, and no different for two questions when compared to Far West Public peer, Carnegie Class, and/or National comparison groups. |  |  |  |
| 2012 |  |  |  |
| FSSE Questions |  |  |  |
| Faculty Response: Percentage of faculty who reported engagement in the learning process in and outside of the classroom. | Hrs. per w | each of the foll |  |
| Grading papers and exams (\% reporting 5 or more hrs. per week) | $\begin{aligned} & \hline 60 \% \text { LDS } \\ & 73 \% \text { HDS } \end{aligned}$ |  |  |
| Giving other forms of feedback to students (other than grading papers and exams) (\% reporting 5 or more hrs. per week) | $\begin{aligned} & 40 \% \text { LDS } \\ & 62 \% \text { HDS } \end{aligned}$ |  |  |
| Working with undergraduates on research (\% reporting 1 or more hrs. per week) | $\begin{aligned} & 46 \% \text { LDS } \\ & 68 \% \text { HDS } \end{aligned}$ |  |  |
| Supervising internships or other field experiences | 36\% LDS |  |  |


| (\% reporting 1 or more hrs. per week) | $56 \%$ HDS |
| :--- | :--- |
| Working with students on activities other than course work | $60 \%$ LDS |
| (\% reporting 1 or more hrs. per week) | $68 \%$ HDS |
| Interacting with student outside of class | $77 \%$ LDS |
| (\% reporting 1 or more hrs. per week) | $85 \%$ HDS |

FSSE Summary: In the seven FSSE questions analyzed, faculty tended to spend proportionally less time per week engaging with lower division students (LDS) than higher division students (HDS) in the learning process in and outside of the classroom. Specifically, faculty reported spending more time providing feedback, working on research projects, supervising internships, and generally interacting in activities other than course work and outside of class with upper division students more than lower division.

## Suggested Improvements, outcomes, indicators, criterion, strategies, activities budget

The theme committee is recommending:
Eliminate 1.1.3.1 because data already collected and analyzed in 3.1.1.1.
Expand internships to include practicum, field experiences, student teaching, and other external experiences. In light of this proposed definition change, the expected performance level of students would be raised to $50 \%$ of total students. Also, the reporting unit would be changed from Career Services to Organizational Effectiveness with data coming primarily from Faculty Survey of Student Engagement and National Survey of Student Engagement. In addition, an initiative should be proposed that closely ties with alumni office to create internship sites for students

Examine the criterion for TAs and RAs in terms of percentage of students to full student body, rather than absolute numbers to make data more meaningful.

Greater analysis of NSSE and FSSE variables should occur within the theme committee. Also, FSSE criterion levels will need to be revised in coming year as trend and peer related data is not available.

| UNIVERSITY OBJECTIVE 1.1 Enhance student success by continually improving the curricular, co-curricular, and extracurricular programs |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Outcomes | Indicators | Expected Performance Level (Criterion) | Responsible Reporting Unit | Key Strategies/ Initiatives | Budget/Resource Analysis |
| 1.1.4 Students will be increasingly engaged in high quality extracurricular offerings. | 1.1.41: National Survey of Student Engagement (NSSE) results | At or above selected peer/national averages | Reported by Director of Organizational Effectiveness | Cultural and Student Life Programming and Speaker Series <br> Recreation and Athletic Programming | Programming and staff costs |
|  | 1.1.4.2: Extracurricular offering participant usage and satisfaction survey results | Baseline needs to be calculated | Reported by Dean of Student Success |  | Coach, staff, goods and services, and secretary costs |
| Results/Findings |  |  |  |  |  |
| 2012 |  |  |  |  |  |
| NSSE Questions |  |  |  |  |  |
| Student Response: <br> Percentage of students that responded to how often they did the following at their institution during current school year. |  |  |  | \% that reported "often to very often" |  |
| Attended an art exhibit, play, dance, music, theater, or other performance |  |  |  | $\begin{aligned} & \text { 35\% LDS** } \\ & \text { 22\% HDS } \end{aligned}$ |  |
| Exercised or participated in physical fitness activities |  |  |  | $\begin{aligned} & \text { 72\% LDS** } \\ & 56 \% \text { HDS** } \end{aligned}$ |  |
| Participated in co-curricular activities like organizations, government, intercollegiate and intramural sports. (\% reporting 1 or more hrs. per week) |  |  |  | $\%$ $61 \%$ LDS <br>  $49 \%$ HDS* |  |
| *student results lower than Far West Public peer, Carnegie Class, and/or National comparison groups <br> **student results higher than Far West Public peer, Carnegie Class, and/or National comparison groups |  |  |  |  |  |
| NSSE Summary: In the three NSSE questions analyzed, lower division students (LDS) demonstrated greater engagement than higher division students (HDS). In addition, lower division students demonstrated results that were significantly higher as compared to Far West Public peer, Carnegie Class, and/or National comparison groups for two of the three areas. Higher division students (HDS) exhibited results that were significantly higher for one area, similar for another, and lower for one. |  |  |  |  |  |

## Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget

Greater analysis, consensus for questions of NSSE and FSSE variables should occur within the theme committee

## UNIVERSITY OBJECTIVE 1.2 Enhance the effectiveness of student support services

| Outcomes | Indicators | Expected Performance <br> Level <br> (Criterion) | Responsible Reporting <br> Unit | Key Strategies/ <br> Initiatives | Budget/Resource <br> Analysis |
| :--- | :--- | :--- | :--- | :--- | :--- |
| 1.2.1 Increase student <br> use and impact of <br> relevant and effective <br> support services. | 1.2.1.1 Participant <br> usage, impact, and <br> satisfaction survey <br> results | Baseline needs to be <br> calculated | Dean of Student Success | Math Center <br> Writing Center <br> SSS/WaTEP <br> Supplemental <br> Instruction | Programming and staff <br> costs |

## Results/Findings

## 2009-2010

Academic Achievement Programs (AAP) - provided Tutoring, Supplemental Instruction (SI), Drop-In Tutoring, and Study Groups to a total of 1,167 undergraduate students out of the approximately 9,315 (full-time FTE undergraduates as per CWU Institutional Research) (i.e., $12.6 \%$ of undergraduate enrollment population), with contact hours totaling 3,974.

Tutoring - Academic Achievement Program - provided tutoring (mostly individual) for 167 students (SSS, WaTEP, CAMP, MSS, STAR, WA, and STEP participants) in 25 different subjects (i.e., ACCT, BIOL, CHEM, MATH, etc.), sometimes many different courses in each. The following analysis is based on students attending one or more tutoring sessions.

- $72 \%$ of the students receiving any tutoring (i.e. at least one session) met the objective of earning a grade of C- or better in the tutored course.
- Combined average course grade for students in tutored classes is 1.91.

Supplemental Instruction (SI) - was provided for students in 14 courses over the 2009-2010 academic year, most having multiple sections.

- The mean course grade of all classes supported by SI for those attending SI was 2.49 as compared to 2.30 for those who did not attend.
- The DFW rate for the SI group was $20 \%$ as compared to $32 \%$ for the non-SI group.

Study Group sessions - were originally set up for "Key Courses" in which enrollment was recommended to all SSS and WaTEP students by advisors, although all CWU students can attend these sessions. Study Groups were set up for chemistry, english (grammar), history, industrial and engineering technologies, math, music (theory), philosophy (logic), physics, and psychology courses. The Study Group tutor for each targeted course conducts two sessions per week. Unlike SI leaders, Study Group tutors do not attend any of the targeted classes. The number of students who attend these sessions range from two to five students, so the setting is still intimate and productive as it would be with individual tutoring but with the added benefit of cooperative learning.

- One-hundred-eighty-one students attended at least one Study Group session, $62 \%$ of which met the objective of earning a grade of C- or better in the tutored course. The total number of student contact hours was 504.

TRIO - Student Support Services (SSS) -
The Student Support Services (SSS) and Washington TRIO Expansion Program (WaTEP) together served 623 students during the 2009-2010 academic year.

- Of the 254 SSS participants, $97 \%$ of those students were retained from spring 2010 to fall 2010.
- Of the freshmen students in the SSS program, 92\% were retained from spring 2010 to fall 2010.
- Of the 254 SSS students, $97 \%$ were in good standing at the end of spring quarter 2010.
- Of the 369 WaTEP participants, $98 \%$ of those students were retained from spring 2010-fall 2010.
- Of the 369 WaTEP students, $95 \%$ were in good standing at the end of spring quarter 2010
- SSS 6 year overall (federal) graduation rate for 2009-2010 was $82 \%$.
- The 6 year SSS freshman graduation rate for 2009-2010 was $78 \%$.

Math Lab Attendance -

|  | $02-03$ | $03-04$ | $04-05$ | $05-06$ | $06-07$ | $07-08$ | $08-09$ | $09-10$ | $10-11$ |
| :---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Fall | 227 | 410 | 464 | 446 | 824 | 866 | 894 | 895 | 680 |
| Winter | 267 | 497 | 470 | 528 | 850 | 722 | 960 | 766 | 776 |
| Spring | 423 | 462 | 267 | 528 | 769 | 830 | 839 | 693 | 911 |
|  |  |  |  |  |  |  |  |  |  |


| Developmental Math Passing Rates (Grade of C or Better) |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 100A | 100B | 10 |  |  |  |  |  |  |
| 2002-2003 | 83.3\% | 85.8\% | 82. |  |  |  |  |  |  |
| 2003-2004 | 88.9\% | 85.2\% | 82. |  |  |  |  |  |  |
| 2004-2005 | 96.0\% | 91.0\% | 83. |  |  |  |  |  |  |
| 2005-2006 | 98.0\% | 87.6\% | 75. |  |  |  |  |  |  |
| 2006-2007 | 100.0\% | 89.7\% | 87. |  |  |  |  |  |  |
| 2007-2008 | 98.1\% | 86.1\% | 86. |  |  |  |  |  |  |
| 2008-2009 | 81.7\% | 72.1\% | 83. |  |  |  |  |  |  |
| 2009-2010 | 76.5\% | 78.3\% | 67. |  |  |  |  |  |  |
| 2010-2011 | 84.8\% | 89.8\% | 62. |  |  |  |  |  |  |
| The following are the passing rates in subsequent courses (both Math 100 and college level) from Fall 2002 through Summer 2010 (with Fall 2007 and on being students using the new Math 100 curriculum). |  |  |  |  |  |  |  |  |  |
| FROM | TO | $\begin{gathered} 2002- \\ 2003 \end{gathered}$ | $\begin{gathered} 2003- \\ 2004 \end{gathered}$ | $\begin{gathered} 2004- \\ 2005 \end{gathered}$ | $\begin{gathered} 2005- \\ 2006 \end{gathered}$ | $\begin{gathered} 2006- \\ 2007 \end{gathered}$ | $\begin{gathered} 2007- \\ 2008 \end{gathered}$ | $\begin{gathered} 2008- \\ 2009 \end{gathered}$ | $\begin{gathered} 2009- \\ 2010 \end{gathered}$ |
| 100A | 100B* | 85\% | 92\% | 91\% | 89\% | 84\% | 64\% | 56\% | 61\% |
| 100B | 100C* | 67\% | 75\% | 83\% | 93\% | 81\% | 84\% | 67\% | 57\% |
|  | 101 | 97\% | 98\% | 94\% | 97\% | 87\% | 90\% | 86\% | 84\% |
| 130 |  | 100\% | 71\% | 95\% | 76\% | 88\% | 91\% | 78\% | 63\% |


| 164 | 96\% | 97\% 100\% | 100\% | 91\% |
| :---: | :---: | :---: | :---: | :---: |
| $100 C 153$ | 91\% | 96\% 95\% | 88\% | 88\% |
| *Passing with a grade of C or better |  |  |  |  |
| Writing Center (One-on-one Writing Consultations) |  |  |  |  |
| Campus | 2009-2010 Total | $\begin{gathered} \text { 2008-2009 } \\ \text { Total } \end{gathered}$ | Percent From Pre Yea |  |
| Ellensburg | 3,046 | 2,826 | +8\% |  |
| Des Moines | 904 | 979 | -2\% |  |
| Everett | 11 | 1 | +91\% |  |
| Kent Station/ Green River | 167 | 24 | +86\% |  |
| Lynnwood | 271 | 197 | +11\% |  |
| Moses Lake | 1 | 0 | na |  |
| Pierce | 300 | 142 | +49\% |  |
| Wenatchee | 19 | 5 | +280\% |  |
| Yakima | 78 | 57 | +37\% |  |
| Total | 4,797 | 4,231 | +13\% |  |

One-on-One Writing Consultations over time

| Academic Year | Total Consultations | Percent <br> Change |
| :---: | :---: | :---: |
| $2007-2008$ | 3,811 | na |
| $2008-2009$ | 4,231 | $11 \%^{*}$ |
| $2009-2010$ | 4,797 | $13 \%^{*}$ |

*Exceeded national benchmark standard of service to $10 \%$ of campuses

## Suggested Improvements, outcomes, indicators, criterion, strategies, activities, budget

While data exists to reflect some support service usage and success, there is still a need to identify all support service units and collect consistent information from
each. For example, CAMP, STAR, advising, and other support related units need to be included in future examinations. Also, while data has been collected in the past, data was not available for most recent year(s). Student usage numbers are needed for most areas as are data in terms of impact and success. This would also include perception data in terms of service satisfaction. These areas of development and refinement will especially need to be a priority for the Student Success department this year at it completes its own strategic planning process.

