

**Using Assessment Results**  
**Presentation for**  
**Texas Association for Institutional Research**  
**March 1, 2007**

**Howard College**

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Institutional Effectiveness

# OVERVIEW

- SACS Requirements
- Howard College – One Approach
  - Strategic Planning
  - Institutional Effectiveness Planning
- Discussion/Ideas

# Southern Association of Colleges and Schools (SACS)

“The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement, and (b) demonstrates that the institution is effectively accomplishing its mission.”

Core Requirement 2.5

# Southern Association of Colleges and Schools (SACS)

## Institutional Effectiveness

The institution identifies

- expected outcomes for its educational programs and its administrative and educational support services;
- assesses whether it achieves these outcomes;
- and provides evidence of improvement based on analysis of those results.

(Comprehensive Standard 3.3.1)

# Southern Association of Colleges and Schools (SACS)

**“Evidence** that outcomes for educational programs and administrative and educational support services are being achieved and that improvements are the results of assessment procedures.”

(Handbook for Reaffirmation of Accreditation p. 62)

# Southern Association of Colleges and Schools (SACS)

## Most Common Recommendations from On-Site Committees

- Acceptable QEP
- Institutional effectiveness
- Faculty qualifications
- Finances

# Howard College SACS Visit Status

- Fall 2006, On-site Review
- Results:
  - TWO Recommendations**
    - QEP Assessment Clarification
    - Faculty Credentials
- Responses to Recommendations recently mailed

# ONE APPROACH

- Vision, Mission, Objectives, Strategies (3 Year Planning & Evaluation Cycle)
- Strategic Planning & Action Plans
- Assessment
- Institutional Effectiveness Documentation
- SACS & 'closing the loop'

# HOWARD COLLEGE

Vision  
Mission  
Objectives  
Strategies

Action Plans  
*Strategic Planning*

- ☑ Academic Planning
- ☑ Administrative Planning
- ☑ Budget Planning

IE PLANS  
*Institutional  
Effectiveness Planning*

- ☑ Intended Results
- ☑ Means of Assessment
- ☑ Results of Assessment
- ☑ Use of Results

# Procedural Calendar

ACTIVITY	RESPONSIBILITY	APPROVAL	TARGET
Three-year planning and evaluation cycle begins.	Administrative Cabinet	President	By September 1, 2005
Councils review action plans, program reviews, and expected outcomes. Documentation of review and updates submitted to Executive Dean Institutional Support	Administrative Cabinet	Executive Dean Institutional Support	Bi-monthly (odd months)
Review and report on the progress of the Planning and Evaluation process	Executive Dean Institutional Support	President	By 1 <sup>st</sup> week in November annually
HCJCD Planning Committee evaluates planning process and outcomes for prior fiscal year.	Chairperson of the Planning Committee	President	By 2 <sup>nd</sup> week in November annually
Student assessments of institutional effectiveness.	Administrative Dean for Student Services	President	By 3 <sup>rd</sup> week in November
Review and approval of the Planning and Evaluation process (report from Planning Committee submitted)	President	Board of Trustees	By November or December Board of Trustees meeting (annually)
Program reviews	Program Review Committee Chairpersons	President	By 1 <sup>st</sup> week in December
Course/instructor evaluations (by students and supervisor).	Executive Dean Institutional Support, SA & SWCID Provost	President	By end of fall semester.

# Vision/Mission

- **Vision** - Howard College is a beacon of education and life-long learning.
- **Mission Statement** - We are a progressive and public community college dedicated to providing students with dynamic centers of learning and promoting economic and community development while being resourceful and fiscally responsible.

# Objectives and Strategies

## 1. Be a beacon

1. Ensure all have a common vision
2. Achieve recognition as a beacon
3. Communicate accomplishments to the college and community
4. Provide early intervention for student success and
5. Increase enrollment

# Objectives and Strategies

2. Be a dynamic center of education and life-long learning
  1. Focus on student success
  2. Broker educational opportunities, and
  3. Encourage uniqueness in programs

# Objectives and Strategies

3. Be a partner in support of economic and community development
  1. Identify and focus on workforce needs, and
  2. Foster individual enrichment, community involvement, and cultural opportunities

# Objectives and Strategies

4. Be resourceful and fiscally responsible
  1. Improve efficiency
  2. Identify and secure sources of revenue, and
  3. Evaluate current and new programs for value and priority

# Action Plan Forms

## NEW ACTION PLAN

<b>Owner #</b> (to select one <b>BOLD/Underline</b> cabinet member and they should initial the final document)	1. Dr. Cheryl Sparks 2. Javier Flores 3. Dr. Jamie Hennigan 4. Steve Smith 5. Terry Hansen	6. Dr. Amy Burchett 7. Terry Hanson 8. LeAnne Byrd 9. Dr. Ron Brasel 10. Linda Conway
<b>Action Plan #</b>	____. ____0. ____ (See below: 1 <sup>st</sup> digit: OBJECTIVE #1-4; 2 <sup>nd</sup> digit STRATEGY #1 last digit to be assigned by IE Offi	
<b>Objective</b> (BOLD to select one)	1. Be a beacon. 2. Be a dynamic center of education and life-long learning. 3. Be a partner in support of economic and community development. 4. Be resourceful and fiscally responsible.	
<b>Strategy</b> (select strategy for objective, see file Mission.doc)	1.1 Ensure all have a common vision    2.1 Focus on student success    4.1 Improve Efficiency 1.2 Achieve recognition as a beacon    2.2 Broker educational opportunities    4.2 Identify & secure reven 1.3 Communicate accomplishments    2.3 Encourage uniqueness in programs    4.3 Evaluate current & new 1.4 Provide early intervention    3.1 Identify and focus on workforce needs    programs for value/prio 1.5 Increase Enrollment    3.2 Foster ind. enrichment, community & cultural activities	
<b>Action Plan</b> (Must support specific objective/strategy)		
<b>Measure</b> (How to measure effectiveness after action plan is in place?)	Survey/Interview 10% Increase in Enrollment 10% Increase in Graduates 10% Increase in Student Success	Attainment Completion of Project 5% Increase in Funds 5% Increase in Contact Hours
<b>Description of AP</b>	10% Increased Retenti OTHER:	
<b>Steps needed to Implement Plan</b>	1. 2. 3. 4.	5. 6. 7. 8.
<b>Labor Cost</b>		
<b>Other Cost</b>		
<b>Start</b>		
<b>Estimated End</b>		

Date Submitted to IE Office: \_\_\_\_\_

See Intranet for copy of Action Plans in progress <http://cs.howardcollege.edu/actionplanowner.pdf>  
At the bottom of the page under "FORMS & DOCUMENTATION"

### Updates on Action Plans

Action Plan #	
Action Plan	
Update #	
Update Date	
Update Text	
AP Complete? If yes, give completion date.	
Outcome Text/ Measurement Results (if complete)	

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Outcome Text/ Measurement Results (if complete)	

# Budgeting and Planning

The budgeting and planning processes are linked – requests for new monies must be accompanied by an action plan.

- Budget request includes Action Plan #
- Action Plan includes details concerning the new budget request

# Action Plans

- Sample Action Plan Report

### Action Plan Report

Action Plan#: 6.3.0.2    Record#: 76    Owner#: 2

Action Plan#:	Record#:	Origination date	AP Priority:	AP Status:	Close date:
6.3.0.2	76	7/15/2003	Medium	In-Work	

Objective: 6 Be resourceful in fiscal use and overcoming barriers     Approval

Strategy: 3 Improve efficiencies   

Category: 0 Unused Feature

Action Plan: 2 Explore possibility of moving college scholarship funds to foundation books.

Owner: 2 Steve Smith

Measure: Move funds or make determination funds cannot be moved.

**Description of the Action Plan:**  
 Determine legality of moving donated money from Howard College to the Foundation.

AP Source: Employee input     Source Link   

Planned start: 7/14/2003    Planned close: 12/31/2003

Outcome text:

**Action Plan Steps:**

#	Step name	LOE	Labor Rt	Labor \$	Other \$	Start	Est. end	Act. end	Dwme
1	Discuss possibility with TASB legal.	0	\$0.00	\$0.00	\$0.00				
2	Discuss possibility with James Welch, external auditor.	0	\$0.00	\$0.00	\$0.00				
3	Continue internal discussions with President, Business Office personnel, and Foundation personnel.	0	\$200.00	\$0.00	\$0.00				
4	Notify scholarship donors.	0	\$0.00	\$0.00	\$0.00				
5	Move funds via check.	0	\$0.00	\$0.00	\$0.00				
6	Record on foundation books.	0	\$0.00	\$0.00	\$0.00				

# Action Plan Updates

- Included in regular Division Meetings
- EVERY Odd month each Division reviews current action plans and updates, as needed
- New Action Plans are discussed and documented, as needed

# Institutional Effectiveness Plan (IEP) and Expected Outcomes

- Identify expected outcomes for all educational programs and administrative and educational support services
- Assess whether outcomes are achieved (determine what is needed and how to measure)
- Evidence of improvement based on analysis of those results – ‘close the loop’
- REVIEW annually prior to new fiscal year

# IE Plan Form

Writing **OUTCOMES**

Use **SMART**  
acronym:

Specific

Measurable

Attainable

Results-oriented

Time-bound

## Administrative & Educational Support Services Institutional Effectiveness Plan

Department: \_\_\_\_\_

Prepared by: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Administrator: \_\_\_\_\_

Title: \_\_\_\_\_

Purpose Statement:

Population Served:

Expected Outcomes:

Assessment/Data Results:

Use of Data/Improvements Accomplished:

Future Planning:

# UPDATES to IE PLAN

- Review & Update Purpose and Expected Outcomes Annually prior to new fiscal year
- Gather Data and Analyze
  - Evaluations
  - Surveys
  - Program Reviews
  - Use of Benchmarks to measure against
- Improvements Accomplished
- Future Plans for Improvement

# DATA: Evaluations/Surveys

- CQI (Continuous Quality Improvement)
- Supervisors evaluate personnel
- Anyone can evaluate anyone – reminders twice a year
- Departmental surveys
- Student Satisfaction Survey
- Graduate Survey

# DATA: Evaluations/Surveys (continued)

- Distance Learning Surveys
- CCSSE (Community College Survey of Student Engagement)
- CCFSSE (Community College Faculty Survey of Student Engagement)
- Presidential Roundtables
- Other Workshop/Seminar/Activity/Course Evaluations

## MORE DATA:

### Program Reviews – Three Year Cycle

- Services: service provided, students served, budget, physical facilities, impact on recruitment & retention, accessibility, student outcomes, critical thinking initiatives, planning update, and viability.
- Instruction: enrollment, budget, curriculum, student success, critical thinking initiatives, learning resources, planning update, and viability.
- **Suggestions for improvement**

# PROGRAM REVIEW FOR SERVICES

Department: \_\_\_\_\_ Director: \_\_\_\_\_

Please compile the following information in a notebook or binder. More information may be included, and the format can be adjusted as necessary. The most important thing is to conduct a thorough study of the program/division and compile the information in a very easy to read format for the Program Review Committee for Services.

**LIST ALL FULL-TIME AND PART-TIME EMPLOYEES AND THEIR POSITION (attach copies of job descriptions)**  
**Report on the following:**

1. **Services Provided and Students Served** Comment (where applicable) on numbers, population demographics, trends, etc. Include district-wide functions and responsibilities.
2. **Financial Information** (attach copy of current budget) Comment on adequacy of budget.
3. **Physical facilities and resources** Comment on adequacy of these areas.
4. **Impact on Recruitment and Retention**
5. **Accessibility to Students and Community**
6. **Student Outcomes** Comment on improvements made since last review. Include quantitative and qualitative research (proof/documentation of outcomes, surveys, etc.)
7. **Critical Thinking Initiatives** Comment on professional development, student activities/projects, program/procedural changes, learning outcomes/data, observations, and plans for improvement.
8. **Planning Update** Comment on progress with Action Plans, improvements from last year, and/or improvements needed in the future.
9. **Program Viability** Comment on the need for this department in the college program.
10. **Overall Profile** (Strengths, Weaknesses, Opportunities, Threats)
11. **Professional Development** Attach copies of Professional Development Forms from previous year and include information on conferences attended and/or in-house training provided.

# Sample Program Review Report

## Program Review

### PROGRESS/CLOSURE REPORT

AREA	DATE OF LAST REVIEW	DATE OF NEXT REVIEW	STRENGTHS	SUGGESTIONS FOR IMPROVEMENT	IMPROVEMENTS COMPLETED	FUTURE ACTION REQUIRED

# Document!

Include documentation on your IEP. You must provide a pattern of evidence that demonstrates implementation, assessment, and use of results for improvement. (Demonstrate that you have 'closed the loop' of the process.)

# Review of Planning Process

- Committee meets annually to review process and makes recommendations for change.
- Report is presented to the Board of Trustees who then act on the recommendations.

# QUESTIONS/COMMENTS

- We are currently studying how to SIMPLIFY this process
- Any Ideas?

# Thank You!

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