

2.5 The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that (1) incorporate a systematic review of institutional mission, goals, and outcomes; (2) result in continuing improvement in institutional quality; and (3) demonstrate the institution is effectively accomplishing its mission. **(Institutional Effectiveness)**

Compliance Partial Compliance Non-Compliance

Narrative:

Chattahoochee Valley Community College (CVCC) embraces the concept of institutional effectiveness and is committed to continuous improvement to ensure the College is effectively accomplishing its mission.

The President's [Cabinet](#) serves as the executive management team and provides effective leadership for the College. The Cabinet meets each [Monday](#) to discuss, plan, and make decisions regarding the overall operation of the College. Guided by the College's [Mission Statement](#) and with input from campus committees, faculty, staff, and the public; members of the Cabinet work across divisions to coordinate initiatives and activities to guide long-range planning and institutional effectiveness (IE). The director of institutional effectiveness is responsible for the oversight of planning and assessment and reports directly to the president.

Ongoing, integrated, and institution-wide research-based planning

Chattahoochee Valley Community College engages in ongoing, integrated, and institution-wide research based planning. The institutional effectiveness process incorporates both long-term and short-term planning. Long term planning involves the entire campus, allowing faculty and staff to participate in periodic *SWOT analysis* of the College. The *SWOT analysis* provides an opportunity for faculty and staff to identify their perceptions of the College's strengths, weaknesses, opportunities, and threats. The most recent *SWOT analysis* was conducted by the Office of Institutional Effectiveness and Planning in [April 20, 2012](#). The [results](#) from the *SWOT analysis* were shared with faculty and staff during the fall college-wide meeting August 14, 2012. In addition to the *SWOT analysis*, the College conducted a [Facilities and Services Survey](#) in December 2012 to gather input for the revision of the College's [Facilities Master Plan](#). Feedback from a variety of surveys, such as the [Student Satisfaction Survey](#), [Graduating Student Survey](#) and the [Employee Evaluation of College and Services](#) are also used in the evaluation and planning process.

During Spring 2013, the Cabinet began drafting a new [Strategic Plan](#). After discussion of the College's mission, where and how the College can grow, a vision statement for the College was developed that will guide the strategic planning process. The new [vision statement](#) was presented to the Cabinet and approved [February 11, 2013](#). The new Strategic Plan addresses five major areas: Student Success, Broadening our Reach, Technology and Infrastructure, Measuring Effectiveness, and Expanding Resources. Each area is considered critical to the future of CVCC in meeting its mission. Action Items for each of the five areas were identified with tracking measures that will help move CVCC toward its intended goals. At the close of each academic year, the Director of Institutional Effectiveness gathers information based on the identified tracking measures to document progress made in addressing each of the Action Items in the College's *Strategic Plan Annual Report*. This report is reviewed by Cabinet and posted on the College's Intranet. This is a new report and will be completed Summer 2013.

Short-term planning is addressed through the [Assessment Implementation Calendar](#) and the College's [Online Unit Plan System](#). The *Assessment Implementation Calendar* provides a listing

of surveys and evaluation instruments used throughout the year for assessment of programs and services provided by the College. The survey and evaluation [results](#), along with research-based institutional data such as [grade distributions](#), [enrollment data](#), and [retention](#) data, provide information for departments, divisions, and the College as a whole to make decisions on ways to improve institutional quality. Information is shared with various committees and departments as appropriate and also with Cabinet. This is evidenced by the responses on the most recent [Employee Evaluation of College and Services](#) which indicated 89% of those responding felt the IE department “is effective in providing surveys/evaluation forms for evaluation purposes” and 83% indicated “provides data as needed for the decision making process.”

Incorporate a systematic review of institutional mission, goals, and outcomes

Chattahoochee Valley Community College’s [Annual Plan for Institutional Effectiveness](#) (APIE) allows for a systematic review of the institutional mission, goals, and outcomes. The College’s [mission](#) statement is reviewed each year as part of the IE process. The review of the College’s [mission](#) statement in 2011-12 led to changes to better reflect the College’s services and its service area. The current [mission](#) statement was approved on May 24, 2012 by the [State Board](#) and the [Department of Postsecondary Education](#). The Annual review of the mission statement is [scheduled](#) for each February. Cabinet reviewed and approved the current Mission Statement at the [February 11th](#) meeting.

In addition to the annual review of the Mission Statement, each functional area of the College has identified goals and objectives that are reviewed each year. The College has a [systematic review schedule](#) in place that includes all functional units of the College, including academic, and educational and administrative support services as evidenced in [CS3.3.1](#). The College’s [Online Unit Plan System](#) allows each functional area to review objectives and expected outcomes annually. Changes can be made to [Expected Outcomes](#), if needed, based on the previous year’s results. [Action Plans](#) are development to address any deficiencies. At the beginning of Spring Semester, the Director of Institutional Effectiveness notifies divisions and departments responsible for Unit Plans to update [Actions Taken for Improvements](#). This section of the Online Unit Plan is updated again in the summer, allowing for documentation of specific actions taken during the year for improvement. The Online Unit Plan System has a [three-year comparison report](#), allowing for the review of **Expected Outcomes** and the tracking of the **Use of Results and Actions Taken** to observe trending data and the impact of changes made. Each functional area tracks **Expected Outcomes** for at least three years. If a goal is consistently being met, a new objective or expected outcome may be developed, and the cycle of review of a three year period will begin again.

Additionally, the College uses its [Standing Committees](#) as a means of review of the College’s effectiveness. The College currently has 27 Standing Committees charged with specific duties to help ensure the College is attaining its mission by meeting goals and objectives. Where appropriate, committees [review](#) data and surveys, and make suggestions for [improvement](#). Each Committee has a folder on the College’s shared Y drive allowing for [minutes](#) from committee meetings to be uploaded and accessed by college employees. During the summer semester, the chair of each committee completes a [Standing Committee Annual Report](#). The report identifies accomplishments of the committee as well as suggestions for improvements. The reports are reviewed by Cabinet to determine if changes need to be made in the makeup or structure of the committee to make it more effective. The Standing Committee Report was adopted by the Office of Institutional Effectiveness and Planning in Fall 2012 and will be used for assessment purposes for the first time during the Summer 2013.

Each year the Office of Institutional Effectiveness and Planning prepares a [Fact Book](#) containing

pertinent information relevant to the College, such as students, faculty, staff, and the service area. This data is used for planning by identifying trends and/or specific areas needing attention, such as retention, enrollment, and staffing. The College identified 10 measures of student success in 2012-2013. These measures (trending data, comparisons, graduation rates, etc.) are reported in an annual report, the [Report on Measures of Student Success](#), is shared with Cabinet, and posted on the Institutional Effectiveness page of the College Intranet for faculty and staff to review and use in their committees. The report was presented and reviewed by Cabinet on [January 14, 2013](#) and again on [February 25, 2013](#).

Result in continuing improvement in institutional quality

Twice a year assessment results can be entered into the Unit Plans and compared to the Expected Outcomes for that year. At the end of the year, strategies are developed to address areas not meeting the Expected Outcomes. These strategies are listed in the Use of Results and help develop the Action Plan for the next year. Specific actions taken during the next year addressing the strategies are recorded in the Actions Taken section of the Unit Plan to document what was done and to “close the loop.” If Future Actions are scheduled, they are also recorded. Samples of Actions Taken can be seen in the following abbreviated Unit Plans and are recorded in the [Academic Program Outcomes Assessment Report](#), the [Assessment Plan for Administrative Support](#), and the [Assessment Plan for Academic and Student Support](#).

Business and Office Technology

2010-11 Expected Outcome Unit Record ID 3887	Program Outcome	
	Assessment Results	Actions Taken for Improvement
Enrollment in the Business and Office Technology programs (MAA-Medical Administrative Technology, LAA-Legal Administrative Technology, and OAD-Office Administrative Technology) for year 2010-2011 will increase from the previous year 2009-2010. (AAS and Certificate programs)	Enrollment for 2010-11 was 155 and enrollment for 2009-10 was 166--This shows a 6.63% decrease in overall enrollment.	Program coordinator updated and revised program brochures to include immediate changes to the OAD programs. A presentation tri-board was developed for the program to assist with recruiting purposes. The tri-board was displayed and brochures were distributed at the CVCC Technical Programs Showcase held in Wilson Hall Fall 2010. Students not currently enrolled in the program were contacted by phone or by email and advised on continued completion in programs. If students were in need of financial assistance to continue program, program coordinator assisted with financial aid information and provided contact names and numbers.

2011-12

Expected Outcome Unit Record ID 3913	Assessment Results	Actions Taken for Improvement
<p>Enrollment in the Business and Office Technology programs (MAA-Medical Administrative Technology, LAA-Legal Administrative Technology, and OAD-Office Administrative Technology) for year 2011-2012 will increase from the previous year 2010-2011. (AAS and Certificate programs)</p>	<p>Total enrollment in Business and Office Technology program (OAD, MAA, or LAA) for the year 2011-2012 was 141 students. Total enrollment in Business and Office Technology program (OAD, MAA, or LAA) for the year 2010-2011 was 155 students. Enrollment for 2011-12 was 141 and enrollment for 2010-11 was 155 students--This shows a 9% decrease in overall enrollment.</p>	<p>The program coordinator revised marketing brochures and flyers with the new school logo and new pictures. Curriculum information was developed as a retention tool to help students determine required courses, semesters offered, and prerequisites. These materials were given to students during advisement and sent via email to students who were not currently enrolled in the program.</p>

2012-13

Expected Outcome Unit Record ID 4245	Assessment Results	Actions Taken for Improvement
<p>Enrollment in the Business and Office Technology programs (MAA-Medical Administrative Technology, LAA-Legal Administrative Technology, and OAD-Office Administrative Technology) for year 2012-13 will increase or remain the same.</p>	<p>Total enrollment Fall 2012 in Business and Office Technology programs (OAD, MAA, or LAA) is 50 students.</p> <p>Total enrollment Spring 2013 in Business and Office Technology programs (OAD, MAA, or LAA) is 58 students. Total enrollment for Summer 2013 is not available and is not included in these results. Total enrollment comparison for the full year 2012-13</p>	<p>An Access database to collect student data for OAD, LAA, and MAA students was implemented Fall 2012. The Pirate Information Technology Crew and Aurelia Smith-Blackboard Administrator for CVCC collected data from students through their personal information on Blackboard to include correct cell phone numbers, email addresses, etc.</p>

	and 2011-2012 is not available until Summer 2013.	
--	---------------------------------------------------	--

2011-12 AA/AS Language Student Learning Outcome

Expected Outcome Unit Record ID 3772	Assessment Results	Actions Taken for Improvement
Students will write sentences and paragraphs in standard English that are sequential, logical, and effectively organized.	<p>The sample of composition (ENG 101* & 102**) papers indicated that the commission of major errors increased from 54% to 62%, a rise of 8%. The sample also indicated that the commission of minor errors increased from 52% to 70%, an increase of 18%. The sample further indicated that the commission of documentation errors remained steady at 70%.</p> <p>*English 101 Major Errors - 68% of failing papers contained major errors Minor Errors - 63% of failing papers contained minor errors Documentation - 79% of failing papers contained minor errors</p> <p>**English 102 Major Errors - 60% of failing papers contained major errors Minor Errors - 72% of failing papers contained minor errors Documentation - 66% of failing papers contained documentation errors</p>	<p>Have increased the use of writing lab referrals. Implemented the use of worksheets in the Writing Lab that focused on specific errors. Piloted the use of MyWritingLab. Used research & documentation activities in the classroom.</p>

2012-2013

Expected Outcome Unit Record ID 4331	Assessment Results	Actions Taken for Improvement
<p>Students will write sentences and paragraphs in standard English that are sequential, logical, and effectively organized.</p>	<p>The sample of composition (ENG 101* & 102**) papers indicated that the commission of major errors decreased from 62% to 60%, a fall of 2%. The sample also indicated that the commission of minor errors increased from 70% to 81%, a rise of 11%. The sample further indicated that the commission of documentation errors increased from 70% to 76%, an increase of 6%.</p> <p>*English 101 Major errors - 62% of failing papers contained major errors Minor errors - 62% of failing papers contained minor errors Documentation - 62% of failing papers contained documentation errors</p> <p>**English 102 Major errors - 41% of failing papers contained major errors Minor errors - 82% of failing papers contained minor errors Documentation - 73% of failing papers contained documentation errors</p>	<p>As of the end of Fall 2012, instructors have created online enhancement activities, implemented our access to a CVCC online writing lab, and supplemented developmental activities and materials in the on-campus writing lab.</p>

**Admissions
Unit Objective**

2011-2012 Expected Outcome Unit Record ID 3711	Assessment Results	Actions Taken for Improvement
Students will be satisfied with the services provided by the Office of Admissions	For the spring of 2012, 91.2% of students who completed the Student Satisfaction Survey were satisfied with the level of services offered by the Office of Admissions (question # 2); and 86.4% of students who completed the survey were satisfied with the services provided by the Registration Office (question #18).	* Worked toward becoming an E-Scrip receiving school by the beginning of fall 2012. * Added a PDF Admissions application to the college website. * Developed an "all student" e-mail listserv to facilitate sending of electronic communications related to advisement and advanced registration.

2012-2013

Expected Outcome Unit Record ID 4413	Assessment Results	Actions Taken for Improvement
Students will be satisfied with the services provided by the Office of Admissions	92.9% of students responding to Student Satisfaction Survey were satisfied with services provided.	Became an E-Scrip receiving school as of October 2012. * Updated admissions application letters to include student ID number. * Began sending e-mail notifications to students regarding advisement and advanced registration. * Dean of Student Services, Director of Admissions/Registrar, and Director of Financial Aid met to review fall 2012 registration process and provided recommendations to Cabinet for changes to be made. Changes were approved by Cabinet and were implemented for the spring 2013 registration process.

The College also engages in annual [Program reviews](#) in order to make improvements in institutional quality. Approximately 20% of the College's programs are required to be reviewed each year according to State Board Policy [903.01](#). The program review [schedule](#) is included in the APIE. Program reviews allow the department and Cabinet to look at enrollment, graduation rates, facilities, equipment, to determine if the program is meeting its goals and objectives. Areas needing improvement are addressed and if needed, funds may be required through the budgeting process.

Program Review – [LPN 2010-11](#)

Recommendations	Follow-up
<p>It is recommended that efforts be developed to utilize other Health Sciences programs (medical assisting and nursing assisting) as recruiting venues for students who wish to pursue a career in nursing. It is also recommended that efforts be made for licensed practical nursing students to receive full financial aid benefits which are available to them through PELL.</p>	<p>Program information sheets were developed for MAT.</p> <p>Discussions took place with the director of financial aid concerning how to assist students in receiving Federal financial aid.</p> <p>Discussions are on-going at the State level to review the PN curriculum as it relates to financial aid.</p> <p>A trial of a NAS course will be offered in the afternoon/evening (2012-13) to improve enrollment by dually enrolled students and adult learners.</p> <p>NAS Course is being offered 2012-13.</p>

Program Review – [CIS 2011-12](#)

Recommendations	Follow-up
<p>It is recommended that a survey be conducted within the community to verify the needs of businesses. A survey should also be developed to administer to students that are graduating from the CIS program to determine employment and student satisfaction with the programs.</p> <p>The CIS programs need to consider being revamped to reflect needs of the local businesses. A reevaluation of the courses should be considered as well. Recruitment at the High School level should be considered to ensure that counselors are up to date with latest information on what CVCC can provide to students. It is also recommended that a letter from admissions should be drafted and sent to students when they have met the requirements for a short certificate in Information Technology or</p>	<p>A brochure is currently being updated for the CIS department. New pictures are being added to the brochure. In addition, changes for the current CIS programs have been submitted to the Curriculum Committee for approval before continuing with the revised brochure.</p> <p>A survey has been drafted for the community and final changes are being reviewed. We would like to have the survey go out in an electronic format using Survey Monkey to the community. We feel that we will be able to get a better response from the community if they do not need to mail it back to the school.</p> <p>The CIS department has a draft of the letters for the students that have met the qualifications for an ITD certificate or a Network Short Certificate. Once the drafts have been approved, the CIS department will request the names and address of the students who are eligible for the certificates.</p> <p>The CIS department will continue the partnership with the Hughston Hospital. Two new partners for internships have been added this year: 1) Net</p>

Cisco. An increase in current partnerships within the local business community will also help ensure that the CIS program remains up to date with current hiring trends.	Systems Service and 2) Delta Data.
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------

Budgeting

The College's planning and evaluation process is linked to the [budgeting process](#). The annual operating budget of the College is developed based on anticipated state and federal revenue. The Chief Financial Officer (CFO) prepares the initial master line item budget. All full-time employees meet within their academic, administrative, or educational support units to review and discuss budget needs. All units review their initial annual operating budget allocations. Unit managers have the opportunity to adjust their [line item allocations](#) within the Unit as necessary. Adjustments to the initial budget allocations may also be made during the fiscal year if funds allow and are approved. As part of the budgeting process, each functional unit is given the opportunity to submit a special budget request using a [Form B](#) for items not covered in the regular budget. Form B request are entered into the [Unit Plans](#) to show the linkage of the request to the how the request will impact student learning or programs. The [Strategic Funding Committee](#) is charged with reviewing the Form B Request. Each member of the committee rates the request on a [scale](#) of 1-4. The requests are rank ordered based on highest to lowest score and presented to Cabinet for [review](#). Based on the availability of funds, items with the [highest ranking](#) are approved. Those not funded are placed on hold and may be approved if funds become available.

Information Systems Unit Objectives

2012-13 Expected Outcome Unit Record ID 3853	Assessment Results	Actions Taken	Form B Request
Provide current and up-to-date technological services and equipment in student labs to meet students' and instructional needs.	* Employee's indicated 92.6% satisfaction with college infrastructure and 93.8% satisfaction with their office technology. * Students indicated 84% satisfaction that technology was adequate for assigned tasks and 79.9% satisfaction with the Computer labs in general.	Purchased SAN and server. Additional personnel put on hold due to budget.	\$27,500 Equalogic Storage Area Network (SAN), \$7,500 Dell R510 Server, \$50,281 additional Network Technician

**Medical Assisting
Program Objective**

2011-12

Expected Outcome Unit Record ID 3912	Assessment Results	Actions Taken
Enrollment in the MAT program will equal or exceed previous fall enrollment.	FA10 - 86 FA11 - 57	Medical assisting information was included on the Health Sciences brochure developed by the college. Medical Assisting Program Sheets were developed by the Health Sciences Department and are kept in the Health Sciences lobby and posted on the Health Sciences website.

2012-13

Expected Outcome Unit Record ID 4089	Assessment Results	Actions Taken
Enrollment in the MAT program will equal or exceed previous fall enrollment.	Fall 2011 - 57 students enrolled Fall 2012 - 63 students enrolled	The faculty and staff reviewed and edited the MAT information sheets available in the Health Sciences Department for student inquiries. The faculty and staff developed a link on the Health Sciences web page for student inquiries. The faculty have taken advantage of community events which expose our program and students to the public and other healthcare agencies.

Demonstrate the institution is effectively accomplishing its mission

Chattahoochee Valley Community College's IE process monitors how well the College is accomplishing its mission. The chart below shows how elements of the mission statement are assessed. Each Unit Plan is linked to an [Institutional Goal and Strategic Initiative](#). Unit Plans are monitored and action plans developed to make improvements to ensure the College is effectively meeting its mission.

Element of the CVCC Mission Statement	Measurements of Accomplishing its Mission
Traditional and Distance Learning	College Catalog, Spring Schedule, Student Satisfaction Survey, Graduating Student Survey, General Education Assessment, FACT Book, Report on Measures of Student Success
Accessible and affordable education of excellent quality	Enrollment reports, Scholarships, Tuition Charts, Student Satisfaction Surveys, Graduating Student Surveys, SACSCOC accreditation, course certifications, licensure pass rates, program reviews, faculty evaluations
Transfer to senior colleges and universities, employment, and career advancement	Unit Plans, Perkins Report, Transfer data, Employer Surveys, Graduating Student Surveys, Program Reviews
Improving learning skills and overcoming educational deficiencies	Developmental Education Courses, Institutional Effectiveness Committee, Unit Plans, Tracking Reports, Retention Reports,
Student-centered environment and support services	Report on Measures of Student Success, Unit Plans, Student Satisfaction Surveys, Graduating Student Surveys, Employee Evaluation of College and Services
Partnerships advancing community workforce development, and life-long learning	ESL, Adult Ed, Workforce Development, Grants (Ready to Work, Career Coach, Greening the Chattahoochee), Performance Reports, Adult Education Marketing Survey Learning Experience Student Survey

SUPPORT DOCUMENTATION

[Standing Committees 2012-13: President's Cabinet](#)

[Cabinet Meetings listed on President's Calendar](#)

[College Catalog and Student Handbook, Mission Statement – Page 11](#)

[Campus Meeting SWOT Analysis – April 20, 2012](#)

[SWOT Analysis Results – August 14, 2012](#)

[Facilities and Services Survey Analysis – December 2012](#)

[Facilities Master Plan – 2012](#)

[Student Satisfaction Survey Results – SP2013](#)

<u>Graduating Student Survey Results – SP2012</u>
<u>Employee Evaluation of College and Services Results – SP2013</u>
<u>Strategic Plan 2013-2018</u>
<u>CVCC Vision Statement</u>
<u>Cabinet Minutes, February 11, 2013</u>
<u>Assessment Implementation Calendar</u>
<u>Unit Plan Functional Unit List</u>
<u>Survey/Evaluation Results – LPN Example</u>
<u>Grade Distribution Example – Fire Science, FA2012</u>
<u>CVCC Fact Book, Enrollment Data</u>
<u>Report on Measures of Student Success, Retention Rates</u>
<u>Annual Plan for Institutional Effectiveness</u>
<u>CVCC Mission Statement – Old</u>
<u>Approval of Current Mission Statement by State Board of Education</u>
<u>Approval of Current Mission Statement by Department of Postsecondary Education</u>
<u>Mission Statement Review Calendar</u>
<u>Institutional Planning and Budgeting Calendar</u>
<u>Unit Plan Example – ADN Expected Outcome</u>
<u>Unit Plan Example – ADN Action Plan</u>
<u>Unit Plan Example – ADN Actions Taken for Improvements</u>
<u>Three-year Unit Plan Comparison Report Example – BIT</u>
<u>Standing Committees – 2012-13</u>
<u>Distance Education Committee Meeting Minutes, October 26, 2012</u>
<u>Standing Committee Meeting Minutes Folder</u>
<u>Standing Committee Annual Report</u>
<u>CVCC Fact Book</u>
<u>Report on Measures of Student Success</u>
<u>Cabinet Minutes, January 14, 2013</u>
<u>Cabinet Minutes, February 25, 2013</u>
<u>Academic Program Outcomes Assessment</u>
<u>Assessment Plan for Administrative Support</u>
<u>Assessment Plan for Academic and Student Support</u>
<u>Unit Plan: Business and Office Technology 2010-11 – ID 3887</u>
<u>Unit Plan: Business and Office Technology 2011-12 – ID 3913</u>
<u>Unit Plan: Business and Office Technology 2012-13 – ID 4245</u>

<u>Unit Plan: AA/AS Language 2011-12 – ID 3772</u>
<u>Unit Plan: AA/AS Language 2012-13 – ID 4331</u>
<u>Unit Plan: Admissions 2011-12 – ID 3711</u>
<u>Unit Plan: Admissions 2012-13 – ID 4413</u>
<u>Program Review Schedule</u>
<u>State Board Policy 903.01: Institutional Effectiveness – Instructional Program Review</u>
<u>Program Review – LPN 2010-11</u>
<u>Program Review – CIS 2011-12</u>
<u>Line Item Allocations</u>
<u>Form B example - EMS</u>
<u>Unit Plan with Form B – ADN Example</u>
<u>Standing Committees 2012-13: Strategic Funding Committee</u>
<u>Planning Board Form B Review Process</u>
<u>Form B Tally Sheet</u>
<u>Approved Planning Objectives 2012-13</u>
<u>Unit Plan: Information Technology 2012-13 – ID 3853</u>
<u>Unit Plan: Medical Assisting 2011-12 – ID 3912</u>
<u>Unit Plan: Medical Assisting 2012-13 – ID 4089</u>
<u>Institutional Goals and Strategic Initiatives</u>