

Unit Strategic Plan

2015- 2017

Name: **Institutional Effectiveness (IE)**

Mission Statement:

The purpose of the Office of Institutional Effectiveness (IE) is to perform institutional reporting and to conduct institutional research in support of planning, evaluation, and management decisions for Jefferson State Community College. In addition IE serves to collaborate with, and collect data on all areas of the college to facilitate change and improvement. In order to achieve its stated purpose, IE is committed to the following:

- Promoting the validity and reliability of institutional data and reporting, particularly as they relate to the student information system and the academic programs of the college.
- Coordinating reporting of data and responding to information requests from outside the college.
- Providing consultation and research assistance to others within the college.
- Initiating and conducting appropriate research and providing information in support of planning, evaluation, and institutional decision making.

Summary of Access, Productivity and Effectiveness:

Expected Survey, Projects, Studies, General Research, and Events

Several internal surveys and projects take place within the fiscal year of the school:

- IRIR Website/Institutional Effectiveness website
- The Nursing department consistently creates several student surveys
- Career/Technical Employment Status Survey
- Course Reports (Twice a semester)
- Credit Hour Production Reports
- Data Discrepancy Reports by semester
- Fall Facts brochure
- Statistical Profile
- Enrollment Summaries
- Program Reviews
- Cross Matching
- 5 year enrollment for trend analysis
- Grade Distributions (End of semester)
- Spring Preliminary Credit Hours/Enrollment Headcounts

- Fall Preliminary Credit Hours/Enrollment Headcounts
- Phi Theta Kappa Honor Society Eligibility Report
- Summer Preliminary Credit Hours/Enrollment Headcounts
- Student/faculty survey analysis
- Smart Thinking/Plato reports

Several external surveys are completed for entities that request information:

- ACT IDQ
- Alabama Department of Education
- ACHE reports: Dual Enrollments, Student Databases, Campus Site Report, Program Inventory
- Chronicle Employee Satisfaction Survey
- SACSCOC
- College Board
- Common Data Set
- Digital Community College Survey
- Higher Education Profile
- IPEDS (3 times per year)
- Open Doors
- Peterson's
- Perkins Grant/Career Tech Reports
- Winter Green Orchard

Internal Conditions:

1. Technology

IE currently operates with six personnel, each person and their corresponding technology is listed below.

- a. **Amanda Kin** – Associate Dean of IE.
 - i. 1-Dell Latitude Laptop – 2 years old
 - ii. 1- IP phone
- b. **Nareiko Stephens** – Data Analyst
 - i. 1 – Dell Latitude Laptop – 3 years old
 - ii. 1 – Analog phone
- c. **Sally Holley** – Office Manager IE
 - i. 1 desktop computer – 3 years old
 - ii. 1 – Digital Phone
- d. **Lesia Jones** – Administrative Assistant
 - i. 1 desktop computer – 1 year old
 - ii. 1 IP phone
- e. **Jamie Holley** – QEP Math Instructor
 - i. 1 laptop computer – 2 years old
 - ii. 1 analog phone
- f. **Michael Payne** – Distance Education Testing Specialist
 - i. 1 desktop computer – 5 years old
 - ii. 1 IP phone

The IE office is currently operating with an **outdated Dell printer** that does not meet some of our day to day needs such as bypass printing and labels. Because our office and employees frequently deal in sensitive documents we equip everyone with a shredder. Currently, we have an **insufficient number of shredders** to cover all six employees.

At the start of the 2015-16 Academic year we were able to establish a small dedicated space for the QEP in LWH 311. The IT department has agreed to furnish us with **four computers** for student use, but they are already **outdated and will need to be replaced** in the next two years.

2. Budget - IEs budget consists of the salary for its six full-time employees, office supplies, postage used for disseminating surveys and reports, printing of documentation, and technological software and hardware. It also covers the cost of participating in some third party surveys such as the National Community College Benchmarking Survey. All memberships including AIR, ALAIR, and SAIR are also supported by the budget. Amanda Kin and Nareiko Stephens are supported by a large amount of professional development. Michael Payne and Jamie Holley are supported by a moderate amount of professional development. Lesia Jones and Sally Holley primarily participate in on-campus training which is provided for free by the college.
3. Staffing- IE supports all campuses. The Jefferson campus houses all IE employees, with Jamie Holley and Michael Payne splitting time between the Jefferson and Shelby campuses each week. The 2015-16 academic year includes the use of one work study for 20 hours a week.
4. Resources –Internet Databases, Information Technology Department personnel, IE website, and developmental literature that have been requested, researched, and purchased. The office of IE subscribes to many surveys which double as a source of data for benchmarking and comparison purposes both in the state and across the nation.
5. Enrollment – Enrollment is not applicable to the IE office.
6. Facilities – IE maintains its main residence at George Wallace Hall in room 117. This space houses four out of the six employees in their own offices. Jamie Holley is housed primarily on the Jefferson Campus in Lurleen Wallace Hall room 311. And Michael Payne is housed primarily on the main campus in Lurleen Wallace Hall room 207.
7. Equipment – The majority of IE equipment is listed under technology. The only addition would be our software use. We employ Adobe Acrobat software on a daily basis to create and manipulate .pdf files. Currently we have a working version but it will require an update in the next two years. Our QEP Math instructor is exploring the possibility of purchasing a monitoring software for the QEP lab computers as well scheduling software to manage his student appointments.

External Conditions (such as state funding, accrediting agencies, advisory committees, postsecondary policy changes):

SACSCOC: IE has developed its new website to enhance planning for all departments. The documents on the website enable departments to plan for their Southern Association of Colleges and Schools reviews and their self-studies. Amanda Kin completes the majority of the SACSCOC requests from the office. She attends the annual conference in

December each year to stay up to date on each of the SACSCOC standards.

DPE/ACHE: Often and periodically governmental agencies request data from Jefferson State. Several reports have been created for the distribution of this data.

IPEDS: IPEDS is a governmental report to ascertain the status of the student body and the faculty at Jefferson State. Several reports via DAX and other reports have been created for the distribution of this data.

Other Constituents: In order to market and educate the public and the college, Jefferson State participates in various compendiums and literature. IE participates in these survey/questionnaires to facilitate that end.

2013-2014 Accomplishments:

- An Associate Dean of Institutional Effectiveness was hired in September 2013.
- Implementation of a new survey system: Class Climate
- Attendance at ALADE, ACCA, SACSCOC, SAIR conferences by one or more IE personnel
- 100% of data discrepancies were resolved
- 100% of ad-hoc reports were completed
- 100% completion of all internal and external surveys

2014-2015 Accomplishments:

- Hired a new data analyst
- Participation in the Chronicle of Higher Education Employee Survey
- Recognition in “best practices” in the Chronicle of Higher Ed. Employee Survey
- Participation in the National Benchmarking Community College Project
- Attendance at the ALADE, ACCA, SACSCOC, SAIR, Conference on learning and Assessment, by one or more IE personnel.
- Increase in the number of instructional units using Class Climate for Student Learning Outcomes
- Increase in the tracking and completion of ad-hoc jobs 204 jobs in 2013-14 to 500+ in 2014-15.
- Overall centralization of data and information accomplished through the IE office.

Unit Goals for 2015-2016

- 1. Outcome #4:** Accurate and timely reports ensure that the college is in compliance with reporting requirements of federal, state, and regional agencies and responds appropriately to ad hoc requests for institutional data.

Objective: Replace existing computers and laptops with up-to-date, warranted, machines. Keeping each employee with the most current software and operating systems as well as technology that meets their needs.

- a. Replace Michael Payne's outdated desk top computer with a portable laptop. Not only does his machine need to be updated but Michael Payne spends 40% of his week on the Shelby campus to administer tests and help distance education students. Having the portability of his student records and schedules would be a tremendous benefit.
- b. Replace Nareiko Stephens analog phone with an IP phone.

Method of Assessment: Entry of an addition laptop into the physical inventory for Jefferson State Community College. Informal survey of usefulness of laptop over a desktop in completing essential job functions.

Funding Request: \$1655.90 – Current Laptop Quote (10-15-15)
\$200.00 – Current IP Phone Quote

- 2. Outcome #3:** Surveys are conducted to provide information that supports institutional planning, assessment, and decision making.

Objective: Create a mobile surveying unit that can be placed at various spots around campus to catch real-time feedback about the college's instructional and service units.

- a. Purchase three mobile devices (ipad, android, surface)
- b. Purchase a mobile kiosk(s) to temporarily install devices in a location

Method of Assessment: Entry of physical devices into inventory for Jefferson State Community College. Increase in the number of internal surveys completed by the IE office. Addition of internal data to drive improvement.

Funding Request:

- a. 3 iPad 2 devices with minimum storage (16Gb) and minimum connectivity (wireless only). \$500.00/ea device. **Total = \$1500.00**
- b. 3 mobile kiosks with anti-theft devices \$450.00/ea. **Total = \$1350.00**

Total Cost of Goal #2 - \$2850.00

- 3. Outcome #5:** Assisting on research design, questionnaire development, data analysis, and report writing within the institution to more effectively and efficiently conduct research.

Objective: Attend the National Association for Institutional Research conference in June of 2016.

- a. The head of IE Amanda Kin would attend the National AIR meeting which will be hosted in New Orleans in 2016. The National meeting offers an additional level of presentations above and beyond local meetings, bringing in world renowned data analysts and Institutional Effectiveness speakers. The New Orleans location is the closest it has been held to Birmingham and represents an overall decreased travel cost

Method of Assessment: Informal acquisition of skills and knowledge as well as more formal presentations to interested faculty and staff on techniques and methods for conducting research and assessment.

Funding Request: The approximate travel cost will be **\$1500.00** including registration fees and hotel.

Unit Goals for 2016-2017

1. **Outcome #4:** Accurate and timely reports ensure that the college is in compliance with reporting requirements of federal, state, and regional agencies and responds appropriately to ad hoc requests for institutional data.

Objective: Replace existing computers and laptops with up-to-date, warranted, machines. Keeping each employee with the most current software and operating systems as well as technology that meets their needs.

- a. Replace Nareiko Stephens outdated laptop. The data analyst position relies on the computer heavily. Not only must the computer have the fastest and strongest processing power to hand the large amount of data being mined but also stay under warranty so in the event of a problem it can be fixed or replaced quickly.

Method of Assessment: Entry of an addition laptop into the physical inventory for Jefferson State Community College.

Funding Request: **\$1655.90** – Current Laptop Quote (10-15-15)

2. **Outcome:** Increasing the stability and success of the QEP Developmental Math project
Objective: Replace existing desktop computers in QEP lab space with up-to-date desktop computers. The computer lab launched in fall of 2015 was furnished with already out of date computers from an old computer lab. We would like to replace and increase the number available if necessary.

Method of Assessment: Entry of desktops into physical inventory for Jefferson State Community College

Funding Request: \$1117.95/per desktop x 5 desktops = **\$5589.75**

3. **Outcome:** Increase the stability and success of the QEP Developmental Math project
Objective: Increase the professional development and certification of the QEP Math instructor Jamie Holley through participation in the nationally recognized

developmental education program, the Kellogg Institute. A two week intensive professional development program that results in the certification of a developmental education specialist.

Method of Assessment: Jamie will be required to complete a supervised practicum in order to complete his certification and will be asked to disseminate what he has learned through this process with faculty and staff at the college through a series of talks and publications.

Funding Request: The two week course including room and board is \$1845.00, the additional certification costs \$1464.13 for out of state tuition. Including travel costs of approximately \$450.00 (car or plane) total cost would be **\$3759.00**