Committee Name: Institutional Effectiveness Committee

Committee Charge: In 1999, the College Cabinet formed the Institutional Effectiveness Committee as a subcommittee of the Leadership Council with the charge to serve in an advisory and monitoring capacity for the College. Since its inception, the committee has been an integral part of Central Piedmont Community College’s quest for continuous improvement of programs, services, and administrative functions.

Co-Chairs: Lori Alexander and Denise Wells

Objectives for 2009-2010 based on College Goals

1. Student Learning and Success
Goal: Ensure student learning and success by promoting an innovative and supportive learning environment.

2. Organizational Learning and Development
Goal: Foster an organizational culture that maximizes individual growth through expanded learning opportunities.

3. Community Catalyst
Goal: Be a catalyst for the educational and socioeconomic development of the community through partnerships, coalitions, lifelong learning, and civic engagement.

4. Organizational Capacity to Serve
Goal: Plan and manage human, physical, financial, and technological resources so that College programs, services, and infrastructure meet student and community needs.

5. Organizational Excellence and Innovation
Goal: Promote and sustain innovation, entrepreneurship, and excellence throughout the organization.

Accomplishments for 2009-2010

Challenges

Recommendations for Objectives for 2010-2011
Committee members present: Denise Wells, Lori Alexander, Marge Wilson, Melissa Warlick, Cathey Ross, Brian Sexton, Nichole Patterson, Lesley Shroyer, Terri Manning, Stacey Quigg, Tracie Clark, Gene Ritter, Sue Mulligan, Sally Whitten, Susan Oleson-Briggs, Debbie Bouton, Clint McElroy, Rich Rosenthal

- Denise Wells presented and reviewed the Committees Planning and Reporting Document from 2008-2009 year and discussed this year’s goals and objectives.

- Lori reviewed the 6 sub-committees that were formed from last year’s committee. She encouraged this year’s committee to continue using this approach of using sub-committees to address and accomplish this year’s goals and objectives.

1.) State Accountability Measures
2.) SACS
3.) Communication
4.) Learning Outcomes
5.) Administrative and Program Review
6.) External Accreditation Reports

- It was discussed to invite other standing committees to present their goals and projects in an effort to combine and support similar efforts and become aware of their progress.

- Revised Sub-committee list:
  1.) Accountability and Quality Improvement Metrics – Chairs: Terri Manning, Clint McElroy
  2.) SACS – Chair: Cathey Ross
  3.) Outcomes Framework (formally- Learning Outcomes)- Chair: Suzanne Smith
  4.) Administrative and Program Review – Chair: Sally Whitten
  5.) External Accreditation Reports – Chair: Denise Wells

- Meeting schedule: It was decided that we meet once a month and the group agreed that Wednesday afternoons from 3:00-4:30 was the best time. The option of having sub-committees meet during the beginning of the meeting and then report back to the entire committee was discussed.
• Action Item:
  Lori Alexander asked that all members send an email to her telling her what committee she wants to be on.

Respectfully submitted:

Stacey Quigg

NEXT MEETING: Wednesday, October 14th, 3:00 to 4:30, TE 300
IE Committee Meeting Minutes

October 14th, 2009

TE 500 – 3:00 pm to 4:30 pm

Committee members present:

The following agenda items were discussed:

I. Approved Minutes from September meeting
II. Overview of IE website- Denise Wells
III. SACS 5th year Interim Report update- Cathey Ross
IV. Subcommittee Breakout Sessions

Denise Wells gave an overview of the IE website; she reviewed the following components and encouraged the committee to review the website and terminology for reference. Site includes the following points of interest:

- Terminology overview
- Instructional program review process and administrative review process
- Program Review schedule and examples for review
- Model of IE processes
- Login to review documents
- http://www.cpcc.edu/ie

Cathey Ross presented an overview regarding the SACS 5th Year Interim Report. The report was received by SACS on October 12th. The committee should receive a response from SACS in December. There are two possible areas of concern noticed by the committee when they were completing the report.

- Part Time faculty vs. Full-Time faculty
- The process of documenting and handling complaints. The committee feels that the school is addressing complaints, but it needs to be consistently addressing the complaints in a standardized manner across all campuses.

All five Subcommittee groups used the meeting time to discuss their sub-group goal. **Action Item:** Lori Alexander asked each group to discuss their goals and objectives and finalize an objective that they will accomplish during the upcoming committee year.

Respectfully submitted,

Stacey Quigg
IE committee Meeting Minutes:

January 13th, 2010

The following agenda items were discussed:

I. Review last meeting - Updated Core Learning Framework

II. SACS Subcommittee Update - Cathey Ross

III. Sharon Morrissey’s Presentation - Lori Alexander

IV. Overview of Achieving the Dream Initiative - Terri Manning

V. Update of the State Accountability Measures and performance of NC School vis-a-vis the Student Success Factors in the Achieving the Dream Initiative - Terri Manning

I. Updated Core Learning Framework - A print out of the revised core Learning Framework was provided at the meeting. If you have any questions about the framework contact Debbie and/or Terri.

II. SACS Subcommittee Update - Cathey Ross provided a SACS update.

- At the SACS conference - they learned more about the QEP (Quality Enhancement Plan). The QEP must start 18-24 months out which is soon for CPCC.

- Cathey identified areas of concern based on trouble areas for other schools that were identified. (Possible issues: Distance Learning, Faculty load, procedures for handling student complaints consistently across the college).

III. Sharon Morrissey’s Presentation - Lori Alexander outlined and summarized the information that Sharon Morrissey presented at the Learning Unit’s forum last week.

IV. Achieving the Dream presentation - Terri Manning presented a PowerPoint presentation on the Achieving the Dream program that some colleges participate in. The presentation included a summary and outline data on student groups throughout their course of study attending college.

V. State Accountability Measures - Terri Manning reviewed the State Accountability and Performance Measures of NC schools to the committee. Student Success factors were shown demonstrating the Achieving the Dream initiative. State Accountability Measures were discussed with the committee and suggestions were made to ensure consistent procedures for CPCC’s.
Laura Temples presented an overview on the iStrategy initiative. This software allows for individualized dashboard and periodic reports. She demonstrated how the software allows you to log on into your own personal dashboard screen that shows your saved reports. Some of the functions of the software are: reports that can be drilled down by data set, the data can be filtered, the data reports would show “real time “data to assist with making quicker data-based decisions.

Lori Alexander gave an update on the Achieving the Dream conference. Discussion was on what the costs ($75,000 each year for a minimum of 2 years) would be for the college if CPCC decides to pursue this initiative. More detailed information was discussed on how this initiative would impact the College. It was discussed that if the college was chosen, it would be important for faculty and administrators to work together and be involved in the process because it would greatly affect many areas. The IE Committee endorsed recommending that CPCC further explore becoming an Achieving the Dream school. Cabinet will be deciding if the College should apply for this initiative.

Clint McElroy presented the Retention Committee update. The presentation included retention data on enrollment growth. Data was given on how improvements have been made in regards to student retention with the new “withdrawal” policy change. (The Presentation was sent to committee).

Michael Hughes presented a brief overview on the Minority Male Mentoring Program. He explained that the 3 components of the program include: instructors, mentoring, and programming. The purpose of the program is to give the students a sense of belonging and guidance. The program is in the process of implementing learning communities for the students to be involved in. There is a need for more mentors and Michael requested if anyone is interested to let him know. (Presentation was sent to committee)
Institutional Effectiveness Committee

Meeting Minutes- April 14th, 2010

Committee members present: Denise Wells, Lesley Shroyer, Stacey Quigg, Suzanne Williams, Nichole Patterson, Tracy Moore, Julie Hopwood, Cathey Ross, Sally Whitten, Tracie Clark, Pat Nash

Agenda Items Discussed:

I. Update on Developmental Math- Bruce Johnston
   - Bruce Johnston presented an update on changes happening with developmental courses. He supplied the group with a handout detailing the timeline on information and data in regards to developmental math. The timeline consisted of the following components:
     - Gave background on researched processes and exploration of partnerships.
     - Working with faculty to gather feedback
     - Researching new methods to assist students in developmental math courses.
     - Collaborating with CMS to create partnership within the high schools
     - Looking into data analysis to review success rate factors.

II. Update of Response to SACS Fifth-Year Report- Cathey Ross
   - Main concerns from report were related to distance education courses here at CPCC.
   - Report with our corrections has been sent to SACS(Due April 15th)
   - We need to adequately provide assessment for our distance education courses
   - We were also asked to address some of our academic coordination for program chair assignments (to ensure division chairs or program chairs have the correct credentials for that program assigned)
   - QEP committee will be starting up shortly

III. Template for Subcommittee Final Reports (Due at May meeting)- Denise Wells
   - Due May 12th, template is attached
   - Please meet with subcommittee to work on final report to be presented at May 12th meeting.
   - Lori Alexander and Denise Wells will be compiling each report to be submitted to the Strategic Planning.

Action Item: Complete Subcommittee Final Report for May 12th meeting, use template attached.
INSTITUTIONAL EFFECTIVENESS COMMITTEE
2009-2010
Final Report

Name of Subcommittee: External Accreditation

Subcommittee Members: Denise Wells, Gerry Hieronymous

Subcommittee Objectives for 2009-2010:
Update the external accreditation dates from program managers. Also, see if there were any new accreditations within the last two years that we need to add to the list.

Subcommittee Accomplishments:
We have updated the list and are working on securing information from newly accredited programs.

Challenges of the IE Committee in 2009-2010:
There needs to be a person designated to let this committee know when new programs receive their accreditation. We can then update this list and move the program review to a year or two before the accreditation self-study is scheduled.

Recommendations for the IE Committee for 2010-2011:
See above.
Committee Name: Institutional Effectiveness Committee

Committee Charge: In 1999, the College Cabinet formed the Institutional Effectiveness Committee as a subcommittee of the Leadership Council with the charge to serve in an advisory and monitoring capacity for the College. Since its inception, the committee has been an integral part of Central Piedmont Community College’s quest for continuous improvement of programs, services, and administrative functions.

Co-Chairs: Lori Alexander and Denise Wells

Objectives for 2009-2010 based on College Goals

1. Student Learning and Success
Goal: Ensure student learning and success by promoting an innovative and supportive learning environment.

Subcommittee: Learning Outcomes and Student Success Framework
Chair: Suzanne Williams
1) Tracie Clark
2) Stacey Quigg
3) Debbie Bouton
4) Nichole Patterson
5) Gene Ritter

Objectives:
- Figure out a way to document that there is a core competency being assessed in each class.
- Expand the new Framework to include student learning outcomes that are being assessed in units other than Instructional (Learning).

2. Organizational Learning and Development
Goal: Foster an organizational culture that maximizes individual growth through expanded learning opportunities.

Subcommittee: SACS
Co-chairs: Cathey Ross and Susan Oleson
1) Joanette West
2) Pat Nash
3) Tracy Moore

Objectives:
- Share the response from the SACS Fifth-year Report with the IE committee.
- Implement a cross-functional team in January after results from the SACS Fifth-Year Report are in.
• Launch a campaign to educate the College community on the nature of substantive changes to facilitate capturing those changes at all levels.
• Provide updates from SACS workshops and conferences including publishing important information in the Communicator.

3. Organizational Excellence and Innovation
Goal: Promote and sustain innovation, entrepreneurship, and excellence throughout the organization.

Subcommittee: Quality Improvement and Accountability Metrics
Co-chairs: Clint McElroy and Terri Manning
1) Suzanne Mulligan
2) Brian Sexton
3) Cheryl Richards
4) Melissa Warlick

Objectives:
• Focus on developing a list of annual institutional benchmarks that are measurable and, through future assessment, may be used to produce evidence of improvements in institutional quality.

Subcommittee: Administrative and Program Reviews
Chair: Sally Whitten
1) Julie Hopwood
2) Lori Alexander
3) Lesley Shroyer
4) Linda Moorer

Objectives:
• Include Core Competencies (and incorporate other enhancements/changes) to Program Review progress by December meeting for 2009-10 cycle.
• Require Form A: Student Learning Outcomes
• Recommend more one-on-one assistance and hands on workshops to help program areas develop valid program and student learning outcomes and integration of core competencies.
• Review survey instruments to see if they could capture more accountability/metrics.

Subcommittee: External Accreditation Reports
Chair: Denise Wells
1) Rich Rosenthal
2) Gerald Hieronymus
3) Marjorie Wilson
4) Terence Fagan

Objectives:
• Provide an updated external accreditation list and to continue to work with program directors to place program review one year before external accreditation.
• Post list of external accreditations on the IE Website.
• Leverage external accreditation approvals from a marketing and PR standpoint.

ACCOMPLISHMENTS FOR 2009-2010

Accomplishments for Learning Outcomes and Student Success Framework Subcommittee:
• Held three meetings to discuss objectives.
• Looked at the Learning Outcomes of ESS that align with the College’s Core Competency Initiative.
• Met with Sally Whitten to seek her input on documenting core competency assessments.

Accomplishments for SACS Subcommittee:
• Cabinet approved the SACS Leadership team at its January 11, 2010 meeting.
• The Substantive Change list has been updated; organizing a separate Substantive Change committee was deemed not necessary in light of the SACS Leadership team will look at substantive changes.
• Updates from the SACS conference were provided to the IE Committee, Learning Council and Leadership Council.
• Response from the SACS Fifth-year Report was shared with Cabinet, IE Committee, Learning Council, Leadership Council, and College Senate.

Accomplishments of Quality Improvement and Accountability Metrics Subcommittee:
Benchmarking is, by nature, a collaborative process that sometimes involves inter-unit collaboration and sometimes occurs within individual units.

• Through the work of the Program Code Task Force, in-depth baseline data trends regarding student completions were formulated.
• As part of the implementation of the IStrategy data system, representatives from Financial Services, the Learning Unit, and ESS developed measures for key performance benchmarks specific to each VP Unit and performed in-depth GAP analysis for the data sets involved in the benchmarking.
• Further benchmarking will take place under the guidance of our Achieving the Dream data facilitator, now that our proposal to participate has been accepted. Terri and Clint served, along with Michael Horn, as the principal authors of the CPCC proposal and incorporated the ideas discussed in the IE Committee’s work into the proposal.

Accomplishments by the Administrative and Program Reviews Subcommittee:
• Lesley Shroyer, Denise Wells, and Sally Whitten worked collaboratively to modify some language in the Program Review directions for faculty, to enhance faculty understanding and to assist them in developing narrative sections of the review. New examples of Student Learning Outcomes and Program Outcomes were developed and inserted into the Form A template.
• Form A is currently a required element in all Program Reviews.
• Sally Whitten participated in the Outcomes Workshop offered by Planning and Research in December, focusing on learning outcomes specifically. Subsequently, individual program meetings were held with faculty of 14 programs, the Mathematics Division, and eLearning. Follow-up consultations and collaboration occurred as needed. Each program developed a minimum of three Student Learning
Outcomes and congruent Means of Assessment, including benchmarks for assessment of each outcome. At least one Student Learning Outcome addressed a core competency. Some programs elected to develop more than three Student Learning Outcomes, and Lesley Shroyer expanded the Form A template to allow for this. Programs are currently in the final stages of completing outcome narratives per the Program Review calendar for Spring Semester 2010.

- Survey instruments have not been evaluated to date.

**Accomplishments by the External Accreditation Reports Subcommittee:**
- The list of external accreditations was updated.

**In addition to the Accomplishments noted under each Subcommittee above, the IE Committee received reports and updates from the following people in 2009-2010:**

- Linda White, General Education Committee
- Clint McElroy, Retention Committee
- Bruce Johnson, Developmental Math
- Michael Hughes, Minority Male Mentoring
- Terri Manning, Achieving the Dream
- Laura Temples, iStrategy
- Debbie Bouton, Core4

**CHALLENGES IN 2009-2010**

**Challenges of the Learning Outcomes and Student Success Framework Subcommittee:**
- It was unclear whether or not a single Core Learning Framework had been adopted
- Our conversation was limited because our members were primarily from the Learning Unit or from ESS

**Challenges of the Quality Improvement and Accountability Metrics Subcommittee:**
- The primary challenge for this subcommittee is that benchmarking is a cross-functional activity that is “owned” by the various units or by the College itself.

**Challenges of the Administrative and Program Reviews Subcommittee:**
- The greatest challenge was adequate faculty time to devote to the Program Review process. Faculty time and energy were stretched to accommodate this additional demand. Programs also began to explore their practices regarding retention of student learning artifacts for subsequent assessment, often finding that their programs had not retained significant documentation previously.

**Challenges of the External Accreditation Reports Subcommittee:**
- There need to be one person designated to let this subcommittee know when new programs receive their accreditation to keep the list updated and move the program review to a year or two before the accreditation self-study is scheduled.

**RECOMMENDATIONS FOR 2010-2011**

**Recommendations by the Learning Outcomes and Student Success Framework Subcommittee:**
- Concerning Objective 1: Within Divisions, we suggest that samples of students’ work be collected to demonstrate that the designated competency is being measured in each class. In addition, a process could be defined to insure that the assessments
are being reviewed periodically by the instructors administering them. This review would be both to verify continued relevance of the metric as well as to examine the students’ success. We believe that this recommendation falls within the charge if the IE Committee.

- Concerning Objective 2: We suggest that ESS develop a parallel document to the Learning Outcomes and Student Success Factors of the Learning Unit. After reviewing goal setting documents from ESS, it is clear that programmatic strategies and metrics are in place that demonstrate support of the Core Competency initiative. An alignment of documents would make this clear. This sub-committee also recommends an overall framework be adopted to include the efforts of all college units in support of the Core 4 Initiative.

Recommendations by SACS Subcommittee:
- Provide Input for the QEP Process.

Recommendations by the Quality Improvement and Accountability Metrics Subcommittee:
- We recommend that a subcommittee of the IE Committee keep track of and report on these and other new benchmarking projects during the coming year.

Recommendations by the Administrative and Program Reviews Subcommittee:
- Review survey instruments and more clearly define what metrics could be utilized to add enhanced information for the Program Review process.
- Punctuate distance education more in the program review process by adding additional questions and prompts for more information.

During the last meeting on May 12, it was also recommended that the goals and principles of Achieving the Dream be included in the charter of the IE Committee for next year.