

Section IX
INSTITUTIONAL EFFECTIVENESS PLAN

INTRODUCTION

The Institutional Effectiveness Plan is to ensure Alabama Southern Community College (ASCC) is effectively carrying out its mission through on-going assessment and use of results. Assessment of the institutional effectiveness of ASCC is a systematic evaluation of how well the needs of the local constituents (i.e., students, community, business, and industry) are met through the ASCC mission, priorities, programs offered, and personnel delivering these services. The assessment calendar and details of the assessment process are included in the Institutional Effectiveness Plan. The Director of Institutional Effectiveness and Research is responsible for coordinating all assessment/evaluation and planning efforts.

Alabama Southern Community College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award associate degrees and certificates.

Accreditation by the Commission on Colleges signifies that the institution (1) has a mission appropriate to higher education, (2) has resources, programs, and services sufficient to accomplish and sustain that mission, and (3) maintains clearly specified educational objectives that are consistent with its mission and appropriate to the degrees it offers and that indicate whether it is successful in achieving its stated objectives.

Institutional Effectiveness is the systematic, explicit, and documented process of measuring performance against mission in all aspects of an institution. A commitment to continuous improvement is at the heart of an on-going planning and evaluation process. It is a continuous, cyclical process that is participative, strategic, flexible, relevant, and responsive. An approach to institutional effectiveness includes:

- *all programs, services, and constituencies*
- *is strongly linked to the decision-making process at all levels*
- *provides a sound basis for budget decisions, resource allocations, and plans for institutional improvement*

The results of diverse assessment efforts can be integrated to provide a sound basis for plans aimed at institution-wide improvement.

ELEMENTS OF INSTITUTIONAL EFFECTIVENESS AT ALABAMA SOUTHERN

Institutional Effectiveness is a continuous process and involves all aspects of the College. The IE process at ASCC consists of the following functions:

1. Coordination
2. Assessment/Evaluation
3. Planning

A. Coordination

- Coordinating aspects of evaluation with Division Chairs, Managers, Planning Committee, and Executive Council
- Provide workshops and training sessions for employees to further understand their role as it relates to the overall effectiveness of ASCC
- Share data with the appropriate individuals regarding students, faculty and staff, and the institution
- Coordinate the development and submission of unit plans for all areas of the College

B. Assessment/Evaluation

- Develop the Annual Assessment Calendar
- Administer surveys and evaluations
- Collect, monitor, and analyze data for the development of the Annual Fact Book
- Prepare executive summary reports of evaluations and distribute to appropriate individuals
- Ensuring the entering of outcomes and results into the College Unit Planning System for the review of institutional outcomes report to be shared with the Planning Committee.

C. Planning

- Developing and Implementing the Institutional Effectiveness Plan
- Reviewing Unit Plans and establishing Use of Results for planning purposes
- Work with the Planning Committee to develop and monitor the Strategic Plan based on evaluations and assessments
- Provide ongoing support for reviews of all areas of the College

D. Review of the College Mission Statement

The College Mission is reviewed annually as part of the institutional effectiveness process. While the College reviews the Mission Statement annually, the last significant change occurred in 2013. The revised Mission Statement was forwarded to the Department of Post-Secondary Education for approval and submitted to the State Board of Education with final approval granted June 2013. The Mission statement reads:

Alabama Southern Community College provides comprehensive educational opportunities and services in diverse learning environments to enhance community and economic development for the citizens of Southwest Alabama.

E. Unit Planning

ASCC uses an Online Unit Planning System developed to allow all functional areas of the College ready access to their unit plans. Unit Plans are developed for each functional area (*Exhibit 1*) and contain the following key components:

- **Expected Outcomes:** Expected outcomes are identified at the student and program level. Each unit identifies a list of expected outcomes for assessment.
- **Initial Assessment:** The unit addresses the current status or achievement of the expected outcome, providing a baseline in order to measure improvement.
- **Budget Amount:** Each unit indicates how the budget may be affected (if any) through use of results. Special requests for items not in the regular budget must be submitted during the Annual Budget Process.
- **Action Plan:** Units identify steps/actions that will be taken to achieve the expected outcome.
- **Outcome Measure:** The unit identifies a mode of measurement. Wherever possible, existing data or existing instruments are used. Nationally or state recognized exams may be used where appropriate.
- **Results:** Each unit determines results based on predetermined assessment instruments.
- **Use of Results:** The unit shows how results of assessment will be used to make improvements.
- **Program Improvement:** Units analyze what improvement occurred, based on results from actions and measures taken.

These Unit Plans are used to document the planning and assessment process and to show how the use of results are used in achieving outcomes and making improvements. All unit plans and supporting information are viewable in the College's Unit Planning System.

F. Institutional Committees

The committee structure of Alabama Southern Community College is vital to the work and communication of the institution. The college president is responsible for overseeing the establishment of college-wide councils and standing committees and may form sub committees, workgroups, and ad hoc committees as needed. The use of college committees facilitates broad-based participation of College personnel in the governance and growth of the College. The structure described in this document is intended to ensure the continuation of active and productive college groups to deal with appropriate issues.

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The purpose of a published committee structure and set of guidelines is to ensure that: (a) college functions, requiring institution-wide input, are addressed by representative bodies of college employees and students, consistent with college policies and procedures, and (b) all college constituents and groups have genuine opportunities to be informed about the institution's business.

Full-time personnel are asked in early fall to select three committees on which they could like to serve in order of preference. These preferences are then taken into consideration in appointing or updating committee assignments for the year, a task of the President and/or persons designated by the President. The individual designated as chair of a committee is responsible for calling meetings on a regular basis and for maintaining meeting minutes. Committee members who may be unable to attend a meeting should be included, along with attending members, in the distribution of the minutes. Additionally, copies of the minutes are to be filed with the administrator responsible for the area of committee assignment, and the Director of Institutional Effectiveness and Research. Each standing committee is responsible for filing an Annual Standing Committee Report.

G. Program Reviews

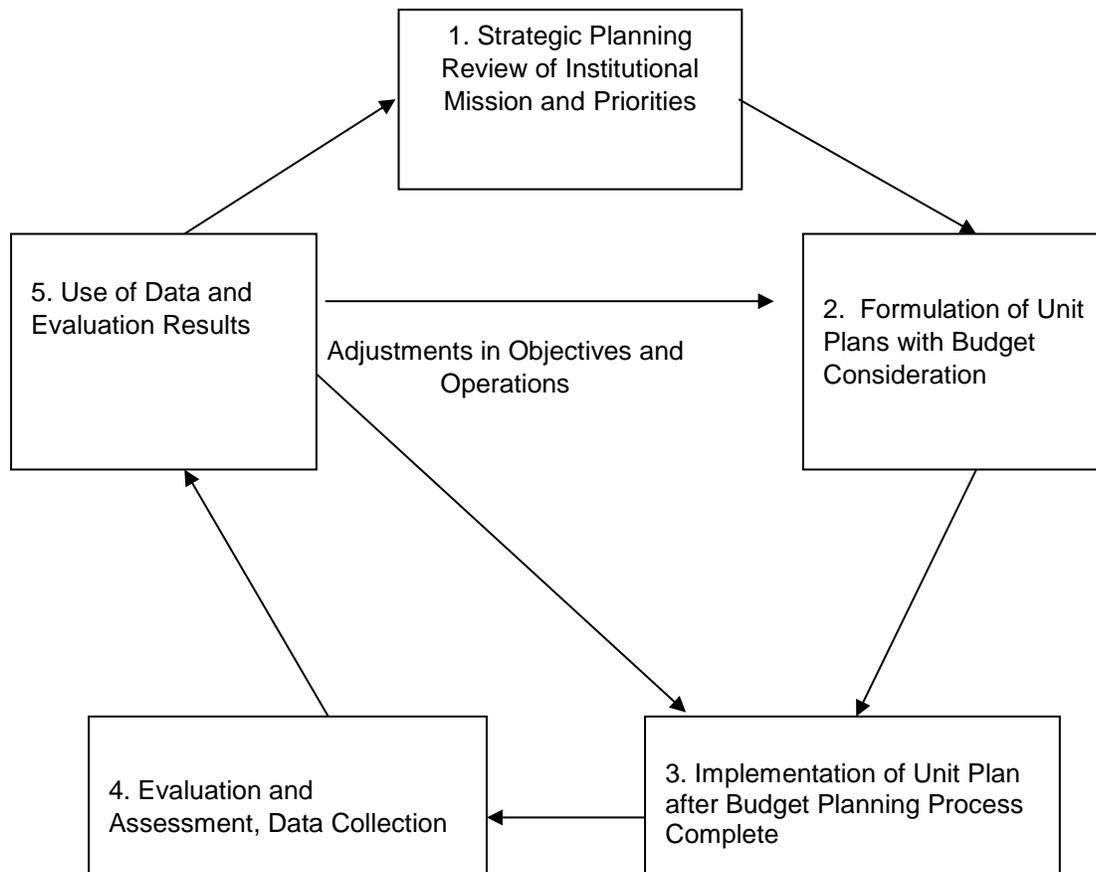
The Curriculum and Program Review Committee is tasked with the instructional review of instructional programs, following all guidelines provided in Alabama State Board of Education Policy 903.01. The rotation schedule ensures that each program and degree offering is evaluated at least once every five years for quality and improvement. Programs may be reviewed more often if the committee finds the effectiveness or efficiency of a program impaired. The Program Review evaluates personnel, facilities, budget, trends in enrollment/retention/graduation, and examination results. In addition, a SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis is prepared to provide an overall analysis of the program.

2012-13	2013-14	2014-15	2015-16	2016-17
Welding	Cosmetology	Associate Degree Nursing	Associate in Arts	License Practical Nursing
	Business Technology	Paper and Chemical Technology	Associate in Science	Industrial Engineering Technology

PLANNING PROCESS

The annual institutional effectiveness process consists of five main steps:

1. Strategic planning review of institutional mission and priorities
2. Formulation of unit plans with budget consideration
3. Implementation of Unit Plan after budget planning process is complete
4. Evaluation and Assessment – Data collection
5. Use of data and evaluation results for improvement



The Director of Institutional Effectiveness and Research conducts surveys and evaluations throughout the year in accordance with the Assessments Calendar (Exhibit 2) and facilitates the planning process. The Planning Cycle begins in February each year.

PLANNING CYCLE

February

- Planning Committee Retreat – Annual review of the Mission statement, priorities, and initiatives.
- Distribution of assessment reports and any information pertinent to the planning process.
- Review for Upcoming Academic Year - Recommendations/revisions to the Strategic Plan, prioritized with the institutional mission and goals in mind.

March

- Preliminary Unit Plan development begins for all functional areas

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May

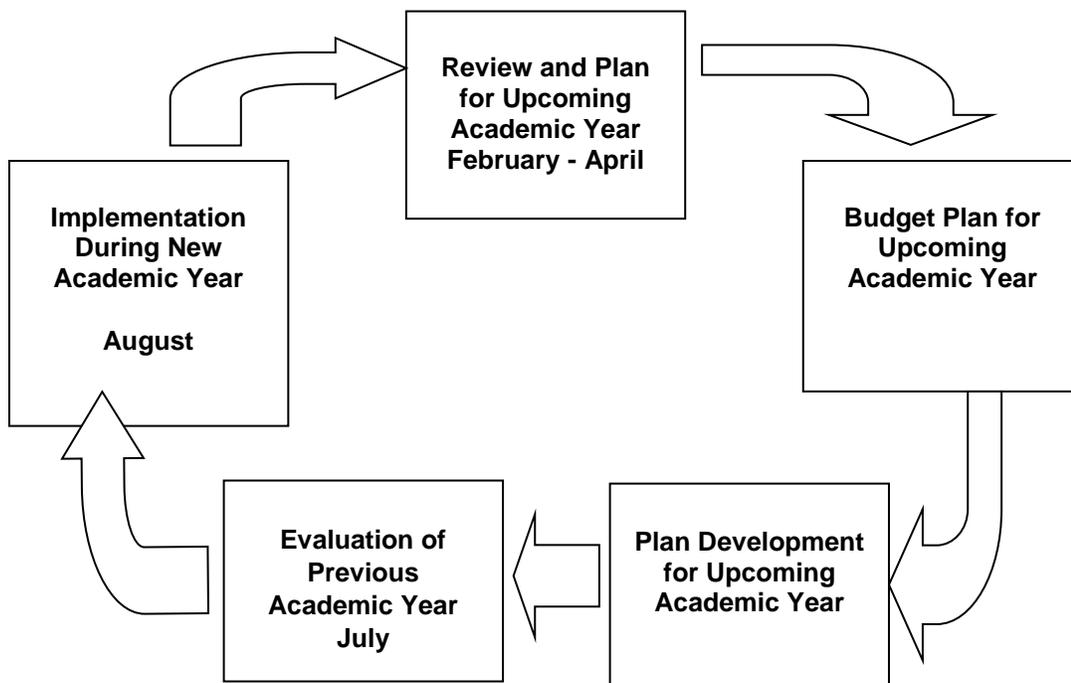
- President’s Council will receive a Recommendation for Revision of the Strategic Plan and the most up-to-date assessment results
- Annual Budget Review Process completed

July

- Planning Committee Meeting – Strategic Planning Review process for the previous academic year

August

- Implementation of Unit Plans for current academic year



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PLANNING COMMITTEE

The Planning Committee is a college-wide committee which functions as a steering committee for long-range planning and institutional effectiveness. This group works with the President to develop institutional plans in areas of program development and review, accreditation, instructional and learning resources, student services, public relations, economic development, management information, personnel, physical plant care and development, resource allocation and financial management, administration, and institution effectiveness. As part of the planning process, the committee reviews the College Mission Statement annually and conducts a more extensive review every third year. This committee meets as needed to support institutional planning.

ANNUAL BUDGET PROCESS

Alabama Southern Community College operates on a functional budget philosophy with each area viewed as a “function or department” of the College. All departments or functions of the college participate in the development of the annual operating budget. The business office determines the total amount of monies to be distributed to all departments or functions once salaries and benefits are removed from projected revenues. Each function or department is given budget worksheets with detailed instructions outlining their function or department’s budget and expenditures from the last fiscal year. Each department or function is given an opportunity to request additional funds exceeding the actual budgeted expenditures of the department or function from the last fiscal year assuming that the projected revenue equals or exceeds the total unrestricted revenue from the prior year. The Business Office ensures that every employee in each function or department has an opportunity for budgetary input by requiring a signature to that effect. Budget hearings are held with the President to determine if additional funds are justified and approved. All function or departmental budget figures are entered into the administrative budget module and the Excel budget template that must be submitted to the Alabama Department of Postsecondary Education for final approval by the Chancellor and the Alabama State Board of Education.

END OF YEAR REVIEW

The planning process is reviewed at the end of each year. To further define its Mission, Alabama Southern Community College has identified institutional priorities which are supported with a fluid amount of initiatives from the Strategic Plan. In addition, outcomes are developed at the program and student learning level to further facilitate the execution of the Mission’s goals. The priorities, initiatives, and outcomes are mission-driven, and their achievement presents evidence of institutional accomplishment of its Mission.

Qualitative and Quantitative data is used for evaluating the achievement of each initiative and outcome. The Assessment Calendar provides a detailed listing of assessment measures used at ASCC. Individual program and student learning outcomes, measures, and results for all units are available in the ASCC Unit Planning System.

This review provides individual charts by institutional priority for each initiative/outcome. Achievement status is presented as “Achieved”, “Achieved Ongoing”, “In Progress”, or “No Progress”.