

NWACC Institutional Effectiveness & Strategic Planning Organizational Structure

Working Definitions:

Strategic planning is the term used to identify the process by which the institution demonstrates its commitment to its mission and college goals, its shorter-term goals and objectives. The institution's mission and goals provide the local framework within which strategic goals and objectives are articulated. The college also aligns its strategic goals and objectives with the larger, more long-term college-wide goals. (What)

Assessment is the term used to identify the process by which the institution demonstrates the degree to which it meets its goals and objectives at various levels across the institution. This process includes setting goals and objectives, identifying the means for **measuring the degree to which they have been met, reflection on the evidence provided by the measures and reflection on the findings, taking appropriate action**, and repeating the process to ensure a sustained effort of purposeful change and improvement. (How well)

Institutional effectiveness means engaging in ongoing and systematic assessment of programs and services with the goal of continuous institutional improvement. Institutional effectiveness uses assessment processes to evaluate various dimensions of success, such as productivity, quality, resource efficiency, and stakeholder satisfaction to determine how effectively programs and services are contributing to the college mission, vision, values, strategic goals and community needs. (Communication and Improvement)

Structure:

College Cabinet – Provide leadership and direction for institutional effectiveness, strategic planning, budgeting, and assessment initiatives and priorities. Submit annual strategic objectives to the AVP for Learning.

Members: College President, VP for Learning/CAO, VP for Finance and Administration, VP for Career and Workforce Education, VP for Student Services, Executive Director for Community and Government and Marketing, Executive Director of Advancement, President of Faculty Senate

AVP for Learning and Institutional Effectiveness – Lead and facilitate institutional effectiveness, assessment and strategic planning initiatives at the college; Facilitate communication between administrative offices and college committees/groups/taskforces on institutional effectiveness, assessment, budgeting process, and strategic planning

- Generate Annual Strategic Plan Document
- Facilitate and coordinate strategic planning and institutional effectiveness processes on campus

Office of Accreditation and Assessment – Coordinate and facilitate college accreditation, assessment and program review processes while maintaining reporting requirements for external agencies.

Office of Institutional Research - Institutional Research strives to provide quality, timely, and accurate information to support decision making at NWACC while maintaining reporting requirements for external agencies.

Academic Division Deans – Academic Division Deans will provide leadership for general education assessment, course level assessment and program reviews. Working with their academic program coordinators/chairs and assessment coordinators, Deans will review data and make recommendations for program/course improvements to the CAO during the strategic planning process and will provide data for the HLC portfolio as needed by the college.

Academic Coordinators/Chairs – Academic Coordinators and Chairs will lead course level and program level assessment for their areas and provide data and recommendations to their Division Dean annually during the strategic planning process. In addition Coordinators/Chairs will respond to the annual program review survey administered by the Office of Accreditation and Assessment.

Institutional Effectiveness and Strategic Planning: Guide and communicate strategic planning, budgeting, institutional effectiveness and assessment processes for the college.

- Publish assessment highlight reports to share information with college community.
- Create/modify the operational, co-curricular, and academic assessment calendars (need to sync the timelines of all groups/taskforces/committees).
- Facilitate the college’s annual strategic planning and budgeting process and periodic review of the college’s mission, vision and goals.
- Lead college review and update of diversity and inclusion strategic planning every 5 years
- Review data from college surveys and reports to help identify opportunities and threats prior to annual strategic planning each year. Share this information with the college to include in strategic planning and budgeting process.
- Create a climate/culture to support and guide Accreditation and Assessment.

Proposed Members:	AVP for Learning & Institutional Effectiveness	Office Accreditation & Assessment Rep
	Institutional Research Representative	Acad. Div. Assessment Coordinators (6)
	Academic Division Dean	Chair Operational Effectiveness Committee
	1. CTE Dean	Chair Co-Curricular Committee
	2. Transfer Dean	Chair Student Learning/GEO Assessment
	Student Representative	Student Services Representative
	Administrative Services Representative	Adult Education Representative
	Academic Support Services Representative	Marketing/Public Relations Representative
	Office of Advancement	

Student Learning/GEO Assessment: As a subcommittee of the Faculty Senate, the CAO has appointed the Assessment Committee (AC) to support and monitor academic assessment to make recommendations to the CAO regarding, general education and course level assessment plans, processes, and reports.

- Develop, refine and facilitate the GEO assessment plan, with approval of CAO, Faculty and Dean’s Council
- Annually collect and compile GEO assessment results into a report.
- Make recommendations regarding the GEO outcomes, the GEO assessment process or teaching and learning.
- Report to Faculty, CAO, Dean’s council and IE annually.
- Provide guidance and support to faculty for course level assessment process and program assessment.

Proposed Members:	Academic Division Assessment Coordinators	6 (one from each Division)
	Academic Division Dean	1
	Library	1
	Special Programs	1
	Honors	
	History Day	
	Undergraduate Research Program	
	Service Learning	
	Study Abroad	
	Workforce Training	
	EMFACTS	
	Office of Accreditation & Assessment	1
	Co-Curricular Assessment	1

Academic Program Review

ADHE Requirement: Arkansas Code §6-61-214 requires that the Arkansas Higher Education Coordinating Board (AHECB) review existing academic programs. All certificate and degree programs offered by public colleges and universities in Arkansas will be reviewed every 7 – 10 years. Institutional program review schedules are on file at ADHE, and any schedule change must be submitted to ADHE.

Academic programs which are not program-specific accredited/licensed/state certified will be reviewed by external reviewers/consultants. The institution will complete a comprehensive self-study that is reviewed by the program consultants. Components of the self-study will include, but not be limited to, information related to:

- program need/demand,
- curriculum,
- faculty,
- resources,
- course delivery methods,
- student outcomes, and
- recent/planned program improvements

Institutions will select a minimum of two out-of-state reviewers affiliated with programs that are similar in mission and scope to the program under review. At least one consultant is required to conduct a site visit and meet with program faculty, students, and administrators. The consultants' written evaluation and institutional response will be sent electronically to ADHE within six weeks of receipt of the written evaluation.

NWACC Process/Responsibilities:

- Chief Academic Officer – Reviews final reports and works with academic divisions to strengthen programs based on results
- AVP for Learning and Institutional Effectiveness – Submits completed and reviewed reports to ADHE
- Office of Accreditation and Assessments – Trains and coordinates the program review process at NWACC; administers annual program survey and disseminates results for strategic planning
- Academic Deans – Provide leadership and support to academic chairs/coordinators during program review process; reviews results and makes recommendations to the CAO
- Academic Coordinators/Chairs – Collect and maintain academic program data; conduct program reviews; make recommendations to Academic Dean based on results.

Steps:

- Annual Report due each spring from Program Coordinators.
- Information compiled by Office of Accreditation and Assessment
- Survey results shared with college in August/September prior to Strategic Planning for next fiscal year. This survey will be sent to coordinators and chairs for programs end in a credential.
- Academic Divisions will submit their required state program review following the ADHE calendar every seven years.

Co-Curricular Assessment: Lead the college co-curricular assessment process by communicating, documenting and reporting co-curricular assessment activities to Institutional Effectiveness and Strategic Planning Committee.

- Annual Report of Co-Curricular Assessments
- Maintain Co-Curricular Handbook

Proposed Members:	Student Services	2
	Enrollment Management	
	Student Activities	
	Disability Services	
	Financial Aid	
	Veterans	
	Tutoring/Success Center	
	Academic Division Dean	1
	Library	1
	Writing Center	1
	Math Center	1

Special Programs	1
Honors	
History Day	
Undergraduate Research Program	
Service Learning	
Study Abroad	
Workforce Training	
EMPACTS	
Office of Accreditation & Assessment	1
General Education Assessment Committee Member	1
Student Representative	1

Operational Effectiveness and Assessment: Developing, reporting and communicating an operational assessment process for the college to provide data for strategic planning and budgeting. Monitoring and collect results of assessment for ensuring data-driven decision making.

Proposed Members:	Administrative Services	2
	Informational Technology	
	Human Resources	
	Finance	
	Risk Management	
	Physical Plant	
	Academic Division Dean	1
	Office of Accreditation & Assessment	1
	Title III/Grants	1
	Student Services	3
	Financial Aid	
	Student Records	
	Enrollment Support Services	
	Marketing & Public Relations	1
	Institutional Research	1
	Office of Advancement	1