

**Hazard Community and Technical College**  
**2010-2011 ANNUAL ASSESSMENT IMPACT REPORT**

## **I. ACADEMIC SERVICES UNIT**

### **Related HCTC Goals**

- Goal #1: HCTC will advance excellence and innovation in teaching, learning and service.
- Goal #2: HCTC will increase student access, transfer and success.
- Goal #4: HCTC will enhance the economic and workforce development of the Commonwealth.
- Goal #7A: HCTC will modify curriculum.

### **Intended Outcomes**

- Average scores on CCSSE's benchmarks of effective educational practice; results from CCFSE.
- Annual percent of first-time takers passing licensure and certification exams required by the profession for entry-level position.
- Percent of students referred to developmental courses by subject who complete a developmental course in that subject or re-test at a college level by the end of the second year.
- Annual number of credentials awarded in high wage/high growth fields.
- Percent of first-time credit workforce students who enroll as credential-seeking students within three years.
- Median wage of KCTCS completers earning \$2,500 or more in the second quarter after completion, indexed to the state median occupational wage.
- Percent of degree programs meeting program review requirements.
- Increase the quantity of DL courses offered.
- Percent satisfaction with HCTC Library Services.
- Modify curriculum to address quicker access of degrees; developmental education; e-Learning initiatives, P-16 partnerships, and new technologies.
- Annual number of HCTC students pursuing UCM credentials.
- Percent of Academic Services personnel (faculty & staff) participating in at least one approved PD activity.

### **Activities Accomplished**

- Exceeded all five CCSSE benchmark scores (goal 50%; achieved active learning (52.5%), student effort (54.5%), academic challenge (53.3%), student/faculty interaction (58.4%), and support for learners (57.1%).
- Included supporting documentation.
- Attained 50% first-time passing licensure scores in Allied Health programs.
- Attained 100% of programs completing the program review process.
- Exceeded targeted distance learning course expansion (goal 5% per term; achieved 18%, 19%).
- Exceeded targeted student library satisfaction (goal 80% per term; achieved 90% each term).

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- Attained 100% of programs compliance with KCTCS curriculum standards.
- Attained 100% of Academic Services personnel participation in approved professional development activity.

**Opportunities for Enhancement**

- Increase first-time passing licensure scores for Allied Health programs that did not meet intended outcome.
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned for the KCTCS Performance Measures-related intended outcomes.
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned for the modify curriculum intended outcome.
- Ensure Assessment Findings align with intended outcome, assessment procedure (tools), and assessment criteria for the UCM intended outcome.

**Unit-Specific Recommendation for Improving Institutional Effectiveness**

- Develop specific, measurable, attainable, relevant, and time-bound (SMART) intended outcomes.
- Ensure missing data is included in the Assessment Findings section.
- Align intended outcome with assessment criteria.
- Ensure completion of Assessment Findings if applicable data was not available at the time of initial reporting.
- Utilize non-KCTCS Performance Measure intended outcomes in order to achieve results in the current academic year.

## **II. ADVANCEMENT & GOVERNMENT RELATIONS UNIT**

### **Related HCTC Goals**

- Goal #6: HCTC will promote the recognition and value of HCTC.

### **Intended Outcomes**

- Survey will be developed for Advocacy Council members/community stakeholders and HCTC employees to determine advocacy effectiveness.
- Generate revenue through the research, identification and pursuit of appropriate revenue sources based on HCTC need.
- Conduct biennial HCTC employee survey.

### **Activities Accomplished**

- Developed process flow map for funding opportunities.
- Exceeded targeted Grants Department satisfaction (goal 80%; achieved over 80%).
- Included some supporting documentation.

### **Opportunities for Enhancement**

- Ensure intended outcome is related to the assessment procedure (tools) and assessment criteria for the Advocacy Council survey intended outcome.
- Ensure assessment criteria is related to the intended outcome, assessment procedure (tools), and assessment findings for the process flow map intended outcome.

### **Unit-Specific Recommendation for Improving Institutional Effectiveness**

- Develop and administer AGR unit employee satisfaction survey.

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### **III. BUSINESS SERVICES UNIT**

#### **Related HCTC Goals**

- Goal #1: HCTC will advance excellence and innovation in teaching, learning and service.
- Goal #2: HCTC will increase student access, transfer and success.

#### **Intended Outcomes**

- Business Services staff will review SACS criteria to remain in compliance with accreditation and make necessary changes to policies and procedures.
- To provide timely, accurate services in purchasing, payroll and travel reimbursement.
- Reminders on old procedures and advise on new procedures in a monthly email publication.
- Business Services staff will review in a July staff meeting and points of emphasis will develop from the review.
- Staff will greet students, offer professional service, and individual assistance.
- Food Services will operate cost effectively to achieve 90% self supporting.
- The Crisis Management Team will provide continuous review of campus security and safety.
- Maintenance will provide a safe and secure campus by installation of security cameras on all campuses.

#### **Activities Accomplished**

- Exceeded targeted employee satisfaction goals for customer service (goal 80%; 98% achieved).
- Achieved targeted revenue for food service.
- Conducted continuous review of campus security and safety in nine Crisis Management meetings.
- Installed security cameras on Lees College Campus, Knott County Branch, and Technical Campus.

#### **Opportunities for Enhancement**

- Refine intended outcome focus for SACSCOC criteria review to be specific, measurable, and achievable within the current academic year.
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned for July staff meeting assessment item.
- Develop assessment procedure (tools) when outcome is identified for cashier customer service assessment item.

#### **Unit-Specific Recommendations for Institutional Effectiveness**

- Align intended outcome with assessment criteria.

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## **IV. HUMAN RESOURCES UNIT**

### **Related HCTC Goals**

- Goal #1: HCTC will advance excellence and innovation in teaching, learning, and service.
- Goal #3: HCTC will cultivate diversity, multiculturalism, and inclusion.
- Goal #5: HCTC will enhance college and community leadership.

### **Intended Outcomes**

- Staff will decrease the timeframe from posting of regular fulltime position to hiring of position from 65 working days.
- Every regular fulltime employee has a professional development goal listed on their annual Performance, Planning, Evaluation (PPE) form.
- Faculty and staff will participate in the HCTC Leadership Institute and report satisfaction with the program.
- Supervisors will participate in series of supervisor training and report satisfaction with the program.

### **Activities Accomplished**

- Exceeded targeted reduction of hiring timeframe (goal to reduce from 65 day to 45 days; achieved 40 days).
- Exceeded Leadership Institute Program participant satisfaction (goal 80%; achieved 100%).
- Met Supervisor Training participant satisfaction goals.

### **Opportunities for Enhancement**

- Increase professional development goal identification on PPE to 100% of employees (90% accomplished).
- Increase Leadership Institute Program participant survey response rate to 100% of participants.

### **Unit-Specific Recommendations for Institutional Effectiveness**

- Align intended outcome with assessment criteria

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## **V. PRESIDENT'S OFFICE UNIT**

The former president, Dr. Alan Goben, left in June 2010 and an interim president, Dr. Kris Williams, served during the Fall 2010 semester. Dr. Stephen Greiner became president in January 2011. Due to the presidential transitions and to the acclimation of the new president, identification of new, specific outcomes was deferred until the 2011-2012 academic year. Ongoing initiatives were continued.

Since no new specific initiatives were developed, no targeted assessment plans were developed.

### **Related HCTC Goals**

- Goal #1: HCTC will advance excellence and innovation in teaching, learning, and service.
- Goal #2: HCTC will increase student access, transfer and success.
- Goal #3: HCTC will cultivate diversity, multiculturalism, and inclusion.
- Goal #4: HCTC will enhance the economic and workforce development of the Commonwealth.
- Goal #5: HCTC will enhance college and community leadership.
- Goal #6: HCTC will promote the recognition and value of HCTC.
- Goal #7A: HCTC will modify curriculum.

### **Intended Outcomes**

- N/A

### **Activities Accomplished**

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### **Opportunities for Enhancement**

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### **Unit-Specific Recommendation for Improving Institutional Effectiveness**

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## **VI. STUDENT SERVICES UNIT**

### **Related HCTC Goals**

- Goal #1: HCTC will advance excellence and innovation in teaching, learning and service.
- Goal #2: HCTC will increase student access, transfer and success.

### **Intended Outcomes**

- Intended Outcome 1:
  - Fall 2010 / Spring 2011 Headcount
  - Fall 2010 / Spring 2011 Tuition Revenue
  - Spring 2009 to Fall 2010 Retention of full-time credential seeking students
  - Fall 2010 to Spring 2011 Persistence of full-time credential seeking students
- Intended Outcome 2:
  - The number of certificate, diplomas and degrees awarded in summer 2010, fall 2010 and spring 2011
  - The percent of student transferring
- Satisfaction of external and internal customer service provided by student services personnel.

### **Activities Accomplished**

- Exceeded targeted headcount for Fall 2010 and Spring 2011 (goal 4,714 and 3,052; achieved 4,796 and 3,255).
- Exceeded targeted Fall 2010 tuition revenue (goal \$4,010,194; achieved \$4,389,923.50).
- Exceeded targeted Spring 2010 to Fall 2010 persistence rate (goal 60%; achieved 69%).
- Included some supporting documentation.
- Exceeded targeted credentials awarded (goal 1,000; achieved 1,618).
- Exceeded targeted satisfaction rates for Academic Resource Centers (goal 85%; achieved 89% and 96%).
- Exceeded certain satisfaction areas in the Services Center survey (goal 85%; achieved Admissions 93% and Registration Services 88%).
- Exceeded certain Secret Shopper results (goal 85%; achieved in-person customer service 91%).

### **Opportunities for Enhancement**

- Review available 2010 CCSSE data.

### **Unit-Specific Recommendation for Improving Institutional Effectiveness**

- Measure one assessment item per intended outcome.
- Expand intended outcomes to be specific, measurable, attainable, relevant, and time-bound (SMART).
- Ensure intended outcomes are measurable within the current assessment cycle.

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## **VII. TECHNOLOGY SOLUTIONS UNIT**

### **Related HCTC Goals**

- Goal #1: HCTC will advance excellence and innovation in teaching, learning and service.
- Goal #2: HCTC will increase student access, transfer and success.

### **Intended Outcomes**

- Employee workstations reviewed as to age relative to 5-year maximum service limit.
- Classrooms will be updated to smart classroom status.
- Students will be surveyed to determine if unit provides computer resources that meet their educational needs (satisfied with computing resources).
- Employees will be surveyed to determine if unit has demonstrated success toward integration of technology into classroom areas.
- College website will be converted to the new KCTCS format.

### **Activities Accomplished**

- Achieved review of 100% workstations.
- Exceeded targeted smart classroom conversions (goal 5; achieved 7).
- Exceeded student satisfaction target of 75% computing resources (equipment functioned properly = 97% and instructional resources available for class needs = 98%).
- Exceeded employee satisfaction target for integration of technology in classrooms (goal 75%; achieved 87%).
- Migration of website pages partially completed.

### **Opportunities for Enhancement**

- None identified at this time.

### **Unit-Specific Recommendation for Improving Institutional Effectiveness**

- Include quantifiable results in Assessment Findings (ex: identify number of webpages converted vs. number remaining)



## VIII. RECURRING THEMES & RECOMMENDATIONS TO IMPROVE INSTITUTIONAL EFFECTIVENESS

### ALIGNMENT

- **Lack of institutional priorities**
  - Establish goals and priorities first at senior leadership level; cascade to lower levels.
  - Communicate institutional priorities college-wide at the beginning of the year.
  
- **Disconnect between parent unit goals and subunit goals**
  - Unit Leaders identify and discuss unit goals at unit meeting at beginning of year.
  - Validate unit goals and subunit goals are in alignment.
  - Ensure subunit goals can be mapped to specific unit goals (not just ‘best fit’).
  
- **Disconnect between intended outcome, assessment procedure (tools), and assessment criteria (target)**
  - Align intended outcome, assessment procedure (tools), and assessment criteria (target).
  - Ensure assessment procedure (tools) accurately measure intended outcome.

### QUALITY ASSURANCE

- **Pervasive spelling and grammar errors**
  - Review for grammar and spelling accuracy.
  - Consider the wide range of audiences and different usages of information.
  
- **Incomplete /missing supporting documentation for assessment items**
  - Ensure that supporting documentation is included (i.e., survey results, reports, meeting minutes, etc.).
  - Identify specific survey number and question in Assessment Procedure (Tools).

### INTENDED OUTCOMES

- **Intended outcomes are not specific, measurable, achievable, relevant, and time-bound (SMART)**
  - Develop SMART intended outcomes.
  
- **Accomplishment of intended outcome incomplete or not answered**
  - Review “Intended Outcome” and ensure “Assessment Findings and Action Taken” addresses if intended outcome was achieved.
  - Unit Leaders review assessment plan at monthly unit meetings to track progress throughout the year.
  - Unit Leaders conduct quality assurance reviews of subunit assessment plans ensuring alignment and data quality.