

Hazard Community and Technical College
2011-2012 ANNUAL ASSESSMENT IMPACT REPORT

1. ACADEMIC SERVICES UNIT

Related HCTC Goals

- HCTC Goal #1: HCTC will advance excellence and innovation in teaching, learning, and service.
- HCTC Goal #2: HCTC will increase student access, transfer, and success.
- HCTC Goal #4: HCTC will enhance the economic and workforce development of the Commonwealth
- HCTC Goal #6: HCTC will promote the recognition and value of HCTC.
- HCTC Goal #7A: Biennial Initiative for 2010-2012: Modify curriculum to address quicker access of degrees, developmental education, e-Learning initiatives, P-16 partnerships and new technologies.

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 first-time 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 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
- Certify faculty who teach online.
- Percent student satisfaction with HCTC Library Services.
- Ensure that implementation dates for all changes/revisions are met as scheduled; continue work with P-16 partners on curriculum alignment as well as college readiness; and develop/implement new programs as needed in compliance with all standards.
- Annual number of students enrolled and degrees awarded.
- Percent of Academic Services personnel (faculty & staff) participating in at least one approved PD activity.

Activities Accomplished

- Achieved targeted licensure rates for Surgical Technology.
- Exceeded targeted workforce matriculation goal (goal: 5.8%; achieved: 13.5%).
- Exceeded targeted wage index growth rate (goal: 1%; achieved: 2.9%).
- Achieved program review process goal.

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- Achieved targeted distance learning quality assurance goal.
- Developed comprehensive recommendations for further action (ex: distance learning quality assurance, student matriculation).
- Exceeded targeted library student satisfaction goal (goal: 80%; achieved: 90% in Fall 2011 and 87% in Spring 2012).
- Achieved targeted curriculum goal.
- Achieved targeted professional development goal.

Opportunities for Enhancement

- Ensure intended outcome can be achieved during assessment period (ex: CCSSE and CCFSSSE, developmental education, workforce matriculation).
- Complete data in Assessment Findings and Actions Taken (ex: licensure rates and the use of “X” for data, missing CRC report for curriculum).
- Ensure each assessment item has only one focus area (ex: tested into, enrolled into, and passed for developmental education success rate; choose one).
- Ensure targeted goals for intended outcome are attainable (ex: developmental education success rate).
- Describe clearly whether the findings met the intended outcome or assessment criteria (ex: high wage/high demand and include targeted state average percentage increase).
- Ensure accomplishment of intended outcome is within the authority of the unit (ex: wage index).
- Choose assessment items that provide an opportunity for improvement (ex: program review process, curriculum).
- Ensure each assessment item has only one intended outcome (ex: curriculum).
- Describe clearly the intended outcome (ex: student matriculation/UCM).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: student matriculation).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items.
- Create assessment items that are appropriate to the Academic Services level. The assessment item should be within the control of Academic Services but above the sub-unit level (ex: Allied Health licensure).

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1A. ALLIED HEALTH DIVISION (ACADEMIC SERVICES)

Related Parent Goals

- Parent Unit Goal # 3: Technical and/or workforce training
- Parent Unit Goal # 4: Personal enrichment
- Parent Unit Goal # 6: Student credentials

Intended Outcomes

- Official certification/licensure board reports on program graduate performance on first attempt.
- Program graduation rate number of students who enrolled in last semester courses of the program and number who actually completed successfully these courses and AAS degree requirements.
- Percent of programs meeting program outcome benchmarks.
- Percent of division faculty who complete at least one approved PD activity.

Activities Accomplished

- Achieved targeted licensure goal for Radiography and Surgical Tech.
- Achieved targeted professional development goal.

Opportunities for Enhancement

- Choose assessment items that provide an opportunity for improvement (ex: program graduates).
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: graduation data not included, number enrolled in last semester courses not provided; program outcome benchmarks).
- Ensure intended outcome can be achieved during assessment period (ex: program outcome benchmarks).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Use professional title as opposed to names and personal pronouns (ex: I, we, she, he, etc.).
- Begin intended outcomes with "The unit will..."

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1B. HERITAGE & HUMANITIES DIVISION (ACADEMIC SERVICES)

Related Parent Goals

- Parent Unit Goal # 1: Developmental curricula
- Parent Unit Goal # 2: Liberal arts/general studies
- Parent Unit Goal # 4: Personal enrichment
- Parent Unit Goal # 5: Distance learning

Intended Outcomes

- H & H credit hours taught by FTE/Faculty.
- AA Program will meet program review requirements.
- The student evaluations of courses and instructors will result in an overall positive level of student satisfaction for the program.
- Faculty will seek to improve student retention as it relates to grades in courses below 70% (English, Honors, and Communications) through the implementation of teaching strategies.
- Faculty PD activities.

Activities Accomplished

- Achieved faculty load goal.
- Exceeded Honors retention rate goal for Spring 2012 (goal: 70%; achieved: 85%).
- Achieved professional development goal.

Opportunities for Enhancement

- Choose assessment items that provide an opportunity for improvement (ex: faculty load).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: program review).
- Ensure intended outcome can be achieved during assessment period (ex: program review).
- Include current data for assessment findings (ex: evaluation).
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: retention: communications data missing).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."

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1C. OCCUPATIONAL TECHNOLOGIES (ACADEMIC SERVICES)

Related Parent Goals

- Parent Unit Goal # 3: Technical and/or workforce training
- Parent Unit Goal # 4: Personal enrichment
- Parent Unit Goal # 5: Distance learning
- Parent Unit Goal # 6: Student credentials

Intended Outcomes

- 1. TEDS Student Data follow-up and employer satisfaction survey
- 2. Monitor state-wide curriculum changes
- 3. Evaluation of technical programs and courses
- 4. Technical Course/Program Offerings
- 5. Licensure & Certification Exams
- 6. Grade Distribution of Students in Technical Program Courses
- 7. Student Retention, Persistence & Time to Completion Rates
- 8. Program Advisory Committees
- 9. High Wage/High Demand Occupations
- Annual percent of first-time takers passing licensure and certification exams required by the profession for entry-level position.
- Percent of degree programs meeting program review requirements.
- 1. Program Coordinators will participate in statewide curriculum meetings.
- 2. Ensure that implementation dates for all changes/revisions are met as scheduled.
- 3. Develop/implement new programs as needed in compliance with all standards

Activities Accomplished

- Developed comprehensive recommendations for further action (ex: workforce training: narrow intended outcomes).
- Exceeded targeted employer satisfaction goal.
- Achieved targeted curriculum goal.

Opportunities for Enhancement

- Ensure each assessment item has only one intended outcome (ex: Workforce Training, curriculum).
- Explain quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: Workforce Training).
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: licensure exam, use 2010-2011 data).
- Choose assessment items that provide an opportunity for improvement (ex: program review process).

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- Ensure each assessment item has only one focus area (ex: curriculum).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”

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1D. SCIENCE & MATHEMATICS (ACADEMIC SERVICES)

Related Parent Goals

- Parent Unit Goal # 1: Developmental curricula
- Parent Unit Goal # 2: Liberal arts/general studies
- Parent Unit Goal # 4: Personal enrichment
- Parent Unit Goal # 5: Distance learning

Intended Outcomes

- Sciences and Math FTE/Faculty members will teach a full load each semester.
- The AS Program will meet program review criteria.
- The student evaluations of courses and instructors will show an overall positive level of student satisfaction for the program.
- Faculty will improve student retention in math.
- Faculty will participate in PD activities.

Activities Accomplished

- Achieved targeted faculty load goal.
- Exceeded targeted student satisfaction goal (goal: 80%; achieved: 93% course and 94% instructor).

Opportunities for Enhancement

- Choose assessment items that provide an opportunity for improvement (ex: faculty load).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: program review).
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: professional development).
- Define clearly the intended outcome (ex: math retention).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items.

1E. eLEARNING SERVICES (ACADEMIC SERVICES)

Related Parent Goal

- Parent Unit Goal # 5: Distance learning

Intended Outcomes

- Implement QA process for certifying online course offerings.
- Implementation of the faculty certification process in the Spring 2012 term.
- Survey faculty about technology implementation and usage as well as distance learning needs for training and support.

Activities Accomplished

- Exceeded targeted existing course certification goal (goal: 20%; achieved: 24%).
- Developed comprehensive recommendations for further action (ex: course certification).
- Exceeded targeted technology usage goal (goal: 50%; achieved 54%).

Opportunities for Enhancement

- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: number of new courses certified, number of faculty certification).
- Ensure only relevant information is reported in assessment findings and actions taken (ex: faculty certification).
- Ensure each assessment item has only one focus area (ex: technology usage and training needs; choose one).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items (ex: faculty certification, technology survey).

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1F. LIBRARY (ACADEMIC SERVICES)

Related Parent Goals

- Parent Unit Goal # 1: Developmental curricula
- Parent Unit Goal # 2: Liberal arts/general studies
- Parent Unit Goal # 3: Technical and/or workforce training
- Parent Unit Goal # 5: Distance learning

Intended Outcomes

- Library staff will review in 2011-12 Criminal Justice area needs and select and/or weed materials.
- Library staff will create online library guides (program specific or course specific) to assist in access of library's resources.
- Library staff will digitize audiocassette tapes within the oral history collection, purchase additional resources to aid in the preservation of the collection.

Activities Accomplished

- Achieved targeted spending for Criminal Justice.
- Began intended outcome with "The library will..."
- Exceeded targeted library guide creation goal (goal: 6; achieved: 9).
- Achieved digitization goal.

Opportunities for Enhancement

- Ensure each assessment item has only one intended outcome (ex: digitize and purchase of preservation materials; choose one).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Include supporting evidence for all applicable assessment items.

1G. TRANSITIONAL EDUCATION (ACADEMIC SERVICES)

Related Parent Goal

- Parent Unit Goal # 1: Developmental curricula

Intended Outcomes

- Students who enroll in the redesigned MAT 57 will complete transitional math coursework at an accelerated rate.
- Students will be satisfied with the manner in which material is delivered in transitional education courses.
- Testing Verification process will be updated and refined to ensure that students have the option to verify placement in a transitional education course.

Activities Accomplished

- Exceeded targeted student satisfaction goal (goal: 70%; achieved: 90% in Fall 2011 and 89% Spring 2012).
- Achieved targeted revise and refine testing verification process goal.

Opportunities for Enhancement

- Ensure targeted goals for intended outcome are attainable (ex: math redesign completion rate).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."
- Include supporting evidence for all applicable assessment items.

1H. UNIVERSITY CENTER OF THE MOUNTAINS (ACADEMIC SERVICES)

Related Parent Unit Goal

- Parent Unit Goal # 2: Liberal arts/general studies

Related Institutional Advancement Unit Goal

- Goal # 2: Generate revenue

Intended Outcomes

- Increase number of bachelors/graduate degrees in the service region in support of state mandates and KCTCS initiatives related to transfer.
- Quality student services that result in student retention.
- Facilitate PD opportunities for individuals in the region through use of the UCM facility, through UCM representation at KVEC and/or partners' PD activities, and UCM representation at/participation in Regional P-16 Council activities.
- Increase UCM funding.

Activities Accomplished

- Developed comprehensive recommendations for further action (ex: student services).
- Exceeded targeted funding goal. (goal: one proposal; achieved: two proposals)

Opportunities for Enhancement

- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: degrees awarded).
- Describe clearly the intended outcome (ex: degrees awarded).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: provide student services).
- Ensure only relevant information is reported in assessment findings and actions taken (ex: provide student services).
- Define a measurable intended outcome (ex: professional development).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."
- Include supporting evidence for all applicable assessment items.

1I. WORKFORCE SOLUTIONS (ACADEMIC SERVICES)

Related Parent Goals

- Parent Unit Goal # 3: Technical and/or workforce training
- Parent Unit Goal # 4: Personal enrichment
- Parent Unit Goal # 5: Distance learning

Intended Outcomes

- Number of new contracts captured within the four industry focus sectors.
- 1) Number of Individuals Served & 2) Number of Businesses Served.
- Percentage of individual evaluations with strongly agree or agree marked for the majority of answers on their course evaluations.
- Number of distance earning courses offered through workforce solutions.
- 1. Number of Transitional Courses Offered
2. Number of Courses and Recruiting Opportunities conducted by new Workforce Transitions Coordinator
3. Number of Students who transition as per the KCTCS Workforce Transitions Initiative Measurement.
- Number of individuals enrolled in personal enrichment courses.
- Number of 50 plus students enrolled in credential-seeking workforce training.

Activities Accomplished

- Developed comprehensive recommendations for further action (ex: targeted business sectors, workforce transitions, 50 plus initiative).
- Achieved targeted workforce course evaluations goal.
- Achieved targeted workforce transitions goals.
- Exceeded targeted personal enrichment course enrollment goal (goal: 14,492; achieved: 16,336).

Opportunities for Enhancement

- Ensure each assessment item has only one intended outcome (ex: customize business and industry training, workforce transitions).
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: targeted business sectors, customized business and industry training).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."
- Include supporting evidence for all applicable assessment items.

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2. BUSINESS SERVICES

Related HCTC Goals

- HCTC Goal #1: HCTC will advance excellence and innovation in teaching, learning, and service.
- HCTC Goal #2: HCTC will increase student access, transfer, and success.
- HCTC Goal #3: HCTC will cultivate diversity, multiculturalism, and inclusion.
- HCTC Goal #4: HCTC will enhance the economic and workforce development of the Commonwealth
- HCTC Goal #5: HCTC will enhance college and community leadership.
- HCTC Goal #6: HCTC will promote the recognition and value of HCTC.
- HCTC Goal #7A: Biennial Initiative for 2010-2012: Modify curriculum to address quicker access of degrees, developmental education, e-Learning initiatives, P-16 partnerships and new technologies.

Intended Outcomes

- 1. FY2012 individual budgets will have a positive balance.
- 2. College will maintain a 2-5% positive carry forward fund balance of the public funds base.
- Provide timely, accurate services in purchasing, payroll and travel reimbursement.
- Business Services will provide e-mail updates of new/ revised KCTCS/HCTC Business Services procedures and fiscal year close-out deadlines.
- Business Services will annually measures controls/processes in place to ensure compliance with KCTCS auditing standards.
- Business Services will offer friendly professional services and inform students of their financial obligations/responsibilities.

Activities Accomplished

- Exceeded target of less than 5% budget lines having a negative balance (only one account out of 280 accounts was negative).
- Exceeded target of FY 2012 fund balance of \$1,000,000 (achieved \$2.9 million).
- Included supporting evidence for all assessment items.
- Improved process based on assessment item outcome (ex: revise the Procurement and Reimbursement Logs to include "Date Received in Business Office" and "Date Processed").
- Achieved target of less than 10 manual checks resulting from payroll errors.
- Documented "Meet Audit Standards" assessment findings and actions taken, which comprehensively explained corrective measures.

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Opportunities for Enhancement

- Refine assessment criteria to clearly indicate the outcome desired (ex: 30 day payment cycle criteria and travel criteria were vague).
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: number of payments made within 30 days, number of new policies/procedures implemented and number of email updates sent).
- Ensure assessment procedure (tools) and assessment criteria relate to intended outcome (inform employees about policy/procedure assessment item).
- Ensure specific survey question is used in the assessment criteria or write an outcome that covers an aggregate percentage of survey questions, if surveys are used.

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Ensure each assessment item has only one intended outcome.
- Ensure each assessment item has only one focus area: (i.e., not purchasing, payroll, and travel reimbursement; choose one focus area).
- Begin intended outcomes with “The unit will...”
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned.
- Provide recommendations for further action if goal was not met.

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3. HUMAN RESOURCES

Related HCTC Goals

- HCTC Goal #1: HCTC will advance excellence and innovation in teaching, learning, and service.
- HCTC Goal #6: HCTC will promote the recognition and value of HCTC.

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 trainings and report satisfaction with the program.

Activities Accomplished

- Exceeded the intended outcome to decrease the timeframe from posting of regular full-time position to hiring of position from 65 working days to 34 days thereby validating the 2010-2011 assessment findings of 40 days.
- Improved employee professional development goal inclusion in PPE and provided comparative data.
- Exceeded goal of 80% of Leadership Institute participants will indicate that they strongly agree or agree with 9 quality statements on the overall program survey (achieved 100%).
- Improved process based on assessment item outcome (ex: removal of politics and leadership session and replaced with conflict management session).
- Exceeded 80% of supervisors will indicate that they strongly agree or agree with the 10 quality statements on the survey (achieved 91%).

Opportunities for Enhancement

- Ensure summary report of survey is included in the Assessment Findings and Actions Taken section.
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: include specific data about individual session results and attach documentation).
- Ensure specific survey question is used in the assessment criteria or write an outcome that covers an aggregate percentage of survey questions, if surveys are used.

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Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Ensure each assessment item has only one intended outcome (ex: assess either participation or satisfaction in supervisory training).
- Ensure accomplishment of intended outcome is within the authority of the unit.
- Ensure assessment finding clearly addresses the intended outcome.
- Include supporting evidence for all applicable assessment items, unless personally identifiable information (PII) is included and is prohibited from dissemination. If personal identifiable information is present, provide aggregate results.

4. INSTITUTIONAL ADVANCEMENT

Related HCTC Goals

- HCTC 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.
- HCTC employees are aware of the purpose of the HCTC Institutional Advancement unit.
- Seek appropriate funding sources and submit proposals to secure such funds.

Activities Accomplished

- Used summary survey report from Institutional Research as survey evidence.
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: employee awareness survey).
- Exceeded targeted grant submissions (goal: 4; achieved: 6).

Opportunities for Enhancement

- Ensure assessment finding clearly addresses the intended outcome (ex: promote and advance HCTC internally/externally via on-going Advocacy Campaign).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."
- Choose only one focus area for each assessment item (ex: internal/external survey, generate revenue).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned.

4A. ADVANCEMENT (INSTITUTIONAL ADVANCEMENT)

Related Parent Unit Goals

- Parent Unit Goal # 2: Generate Revenue
- Parent Unit Goal # 3: Integration
- Parent Unit Goal # 5: Resource development – Cultivation of new prospects
- Parent Unit Goal # 6: Resource development – Annual giving
- Parent Unit Goal # 9: Resource development – Promote and advance HCTC internally/externally

Related Student Services Goal

- Goal # 5: Financial Aid Assistance

Intended Outcomes

- Develop a plan for Annual Giving for HCTC Employees.
- Obtain 3 new scholarships for HCTC.
- Integrate new software into Advancement processes.

Activities Accomplished

- Developed annual giving program plan for HCTC employees.
- Wrote assessment item in specific, measurable, attainable, relevant, and time-bound (SMART) format (ex: scholarship assessment item).

Opportunities for Enhancement

- Ensure assessment target includes a measurable quantity (ex: coordinate fundraising activities).
- Describe clearly whether the findings met the intended outcome (ex: coordinate fundraising activities).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned.
- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items (ex: annual giving program plan).

4B. GRANTS (INSTITUTIONAL ADVANCEMENT)

Related Parent Unit Goals

- Parent Unit Goal # 2: Generate Revenue
- Parent Unit Goal # 3: Integration

Intended Outcomes

- A 4% increase, or \$192,400 in grant funding for the 2011-2012 fiscal year.
- Using the Priority Projects, the grant writer will seek appropriate funding sources and when authorized will submit grant proposals to secure such funds.
- Grant writer will formulate a priority project that fits with the strategic plan for the college.
- Seek relationship building opportunities with local government, business and industry, nonprofit organizations and public agencies to position HCTC for many major funding opportunities which require such relationships.
- Improve quality of grant coordination.

Activities Accomplished

- Exceeded targeted funding for grants goal (goal: \$192,400.00; achieved: \$301,436.00).
- Included supporting evidence for all applicable assessment items.
- Exceeded targeted goal of number of proposals submitted over \$100,000.00 (goal: 4; achieved: 5).
- Exceeded targeted goal of priority projects for units (goal: 14; achieved: 15).
- Exceeded enhance community collaboration and partnership activity goal (goal: 25 meetings; achieved: 37 meetings).
- Exceeded Think Tank Member participation goal (goal: 20; achieved: 21).

Opportunities for Enhancement

- Describe clearly whether the findings met the intended outcome (ex: expand capacity for grants, improve quality of grant coordination).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Ensure only relevant information is reported and is aligned with intended outcome and findings.
- Begin intended outcomes with "The unit will..."

4C. PERFORMING ARTS (INSTITUTIONAL ADVANCEMENT)

Related Parent Unit Goals

- Parent Unit Goal # 1: Promotion

Intended Outcomes

- Support / revenues are generated through earned income, grants, corporate and private support to meet budget expenses.
- Support is generated through season underwriters and event sponsorships.
- Establish collaborations and implement calendar based plans that integrate arts events into college community and K-12 through outreach activities.
- Performing Arts Travel Subsidy grant applications are submitted by K-12 schools/districts to subsidize travel costs & increase their attendance at matinee performances/arts ed. programs.
- Staff and/or advisory committee members will review the arts education surveys for the past season to make improvements.

Activities Accomplished

- Achieved generate revenue goal.
- Exceeded grand benefactors, marquee & event sponsorships pledge goal (goal: \$30,700.00; achieved: \$37,500.00).
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: artist fees).
- Exceeded travel subsidy submission goal (goal: greater than \$3,000; achieved: \$4,468.76).

Opportunities for Enhancement

- Ensure each assessment item has only one focus area: (i.e., not support and revenue; not establish collaborations and implement calendar based plans; choose one for each).
- Ensure assessment finding clearly addresses the intended outcome and includes sufficient detail (ex: travel subsidy grant and art education survey).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."
- Describe clearly whether the findings met the intended outcome (ex: provide support for performing arts program).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: develop and strengthen collaboration and participation in programs, and travel subsidy grant).
- Include supporting evidence for all applicable assessment items (ex: artist fees, calendar based plan, travel subsidy grant, and art education survey).

4D. PUBLIC RELATIONS (INSTITUTIONAL ADVANCEMENT)

Related Parent Unit Goals

- Parent Unit Goal # 1: Promotion

Intended Outcomes

- Public Relations will promote HCTC via Facebook.
- Public Relations will book speakers for events and media appearances.
- Public Relations will promote HCTC via Twitter.

Activities Accomplished

- Exceeded targeted monthly Facebook posts (goal: 20; achieved: 34).
- Exceeded targeted speaker bureau appearances (goal: 12; achieved: 14).
- Included supporting evidence for all applicable assessment items.
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: Twitter and Facebook accounts).
- Began each intended outcome with “Public Relations will...”

Opportunities for Enhancement

- Describe clearly whether the findings met the intended outcome (ex: Twitter account posts minimum vs. average).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- N/A

5. INSTUTIONAL EFFECTIVENESS, PLANNING, AND RESEARCH

Related HCTC Goals

- HCTC Goal #1: HCTC will advance excellence and innovation in teaching, learning, and service.
- HCTC Goal #2: HCTC will increase student access, transfer, and success.
- HCTC Goal #3: HCTC will cultivate diversity, multiculturalism, and inclusion.
- HCTC Goal #4: HCTC will enhance the economic and workforce development of the Commonwealth
- HCTC Goal #5: HCTC will enhance college and community leadership.
- HCTC Goal #6: HCTC will promote the recognition and value of HCTC.
- HCTC Goal #7A: Biennial Initiative for 2010-2012: Modify curriculum to address quicker access of degrees, developmental education, e-Learning initiatives, P-16 partnerships and new technologies.

Intended Outcomes

- HCTC units will use the Strategic Planning Calendar as a way to integrate institutional effectiveness activities into the usual operating procedures.
- IEPR Dean will gain knowledge of current institutional effectiveness, planning, and research issues.
- HCTC units will have access to the HCTC Strategic and Organizational Planning Guide.

Activities Accomplished

- Exceeded Professional Development intended outcome (goal: 3, achieved 4).
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: professional development).
- Achieved revision of the Strategic Planning and Organization Planning Guide.

Opportunities for Enhancement

- Ensure accomplishment of intended outcome is within the authority of the unit (ex: strategic planning calendar, monitor HCTC strategic and organizational planning processes).
- Ensure only relevant information is reported and is aligned with intended outcome and findings.

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”

5A. ASSESSMENT AND CONTINUOUS ENHANCEMENT (INSTITUTIONAL EFFECTIVENESS, PLANNING, AND RESEARCH)

Related Parent Unit Goals

- Parent Unit Goal # 2: Facilitate and administer college-wide assessment processes

Intended Outcomes

- Constituent customer satisfaction will be assessed.
- 80% of attendees at Assessment PD Day presentations will deem and rate the presentation as effective.
- Customer satisfaction with Course Assessment Trainings.
- Update Assessment and Outcomes Training.

Activities Accomplished

- Exceeded targeted customer satisfaction with PD presentations (goal: 80%; achieved: 95%).
- Exceeded targeted customer satisfaction with Course Assessment Training (goal: 80%; achieved 100%).

Opportunities for Enhancement

- Coordinate with Institutional Research to develop faculty customer satisfaction survey.
- Ensure assessment tool is aligned with the intended outcome.

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items (ex: PD and course assessment trainings).

5B. INSTITUTIONAL RESEARCH (INSTITUTIONAL EFFECTIVENESS, PLANNING, AND RESEARCH)

Related Parent Unit Goals

- Parent Unit Goal # 1: Facilitate college-wide strategic planning
- Parent Unit Goal # 2: Facilitate and administer college-wide assessment processes
- Parent Unit Goal # 3: Facilitate and provide data through institutional research activities
- Parent Unit Goal # 4: Monitor SACSCOC accreditation activities (under the direction of the HCTC SACSCOC Accreditation Liaison)

Intended Outcomes

- Customer service will be assessed.
- Data will be provided for the Foundations of Excellence Transfer Focus Project.
- The Institutional Effectiveness, Planning, and Research unit webpage will be expanded to achieve institutional transparency.

Activities Accomplished

- Included supporting evidence for all applicable assessment items.
- Exceeded targeted customer satisfaction rate (goal: 75%; achieved: 100%).
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: customer satisfaction).
- Achieved the Foundations of Excellence data goal.
- Achieved IEPR webpage expansion goal.

Opportunities for Enhancement

- N/A

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”

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6. OPERATIONS/SAFETY & SECURITY

Related HCTC Goals

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

Intended Outcomes

- Food Service will operate cost effectively to achieve 90% self-supporting.
- The Crisis Management Team will meeting monthly to review policies and procedures and conduct routine response drills each semester.
- Maintenance will provide a safe and security campus by installation of security cameras on all campuses.

Activities Accomplished

- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: Food Services).
- Achieved monthly meetings and conducting security drills assessment outcome.
- Included supporting evidence for all assessment items.
- Began intended outcomes with “Food Service will...”, “Crisis Management Team will...”, and “Maintenance will...”

Opportunities for Enhancement

- N/A

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Ensure each assessment item has only one focus area: (i.e., assess either conduct monthly meetings or routine drills).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (Campus Security and Safety assessment item and security cameras).

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7. PRESIDENT'S OFFICE

Related HCTC Goals

- HCTC Goal #1: HCTC will advance excellence and innovation in teaching, learning, and service.
- HCTC Goal #2: HCTC will increase student access, transfer, and success.
- HCTC Goal #3: HCTC will cultivate diversity, multiculturalism, and inclusion.
- HCTC Goal #4: HCTC will enhance the economic and workforce development of the Commonwealth
- HCTC Goal #5: HCTC will enhance college and community leadership.
- HCTC Goal #6: HCTC will promote the recognition and value of HCTC.
- HCTC Goal #7A: Biennial Initiative for 2010-2012: Modify curriculum to address quicker access of degrees, developmental education, e-Learning initiatives, P-16 partnerships and new technologies

Intended Outcomes

- Achieve Successful SACSCOC reaffirmation 5th year report.
- Increase credentials awarded.
- Meet the Kentucky Public Postsecondary Education Diversity Policy and Framework for Institution Diversity to achieve automatic eligibility.
- Increase high wage/high demand credentials.

Activities Accomplished

- Achieved increase in credentials awarded target (goal 20%; achieved 42% increase)

Opportunities for Enhancement

- Include additional detail to more completely respond as to whether the intended outcome was met (ex: affirmation outcome is not achievable as written, assessment findings do not indicate when team completed report and did not relate any issues found by Senior Leadership during review of report).
- Address how to improve assessment findings in recommendations section (ex: recommendations for Cultivate Diversity intended outcome is a duplicate of the assessment findings).
- Ensure accomplishment of intended outcome is within the authority of the unit and able to be accomplished during the fiscal year (ex: high wage/high demand).
- Provide explanation in "Assessment Findings and Action Taken" of successful strategies utilized (ex: strategies to increase credentials awarded in high wage/high demand programs and workforce matriculation).

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- Refine assessment criteria to clearly indicate the outcome desired (ex: outcome was President lead session on leadership development and assessment criteria and finding related to participant satisfaction with the institute).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Include supporting evidence for all applicable assessment items.
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned.
- Begin intended outcomes with “The unit will...”
- Write recommendations to address outcomes and assessment findings.

7A. DOCUMENT PRODUCTION CENTER (PRESIDENT'S OFFICE)

Related Parent Unit Goals

- Parent Unit Goal # 1: Advance excellence and innovation in teaching, learning, and service
- Parent Unit Goal # 2: Increase student access, transfer, and success
- Parent Unit Goal # 3: Cultivate diversity, multiculturalism, and inclusion
- Parent Unit Goal # 4: Enhance the economic and workforce development of the Commonwealth
- Parent Unit Goal # 5: Enhance college and community leadership
- Parent Unit Goal # 6: Promote the recognition and value of HCTC
- Parent Unit Goal # 7: Biennial college initiative 2010-2012: Modify curriculum

Intended Outcomes

- Increase Document Production Center usage by 10%.
- Assessment of quality of design services.

Activities Accomplished

- Exceeded increased usage of DPC (goal: 10% increase; achieved 20%).

Opportunities for Enhancement

- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: provide design materials).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."
- Identify at least three assessment items (preferred).

7B. SWITCHBOARD/RECEPTION (PRESIDENT'S OFFICE)

Related President's Office Goals

- Parent Unit Goal # 1: Advance excellence and innovation in teaching, learning, and service
- Parent Unit Goal # 2: Increase student access, transfer, and success
- Parent Unit Goal # 3: Cultivate diversity, multiculturalism, and inclusion
- Parent Unit Goal # 4: Enhance the economic and workforce development of the Commonwealth
- Parent Unit Goal # 5: Enhance college and community leadership
- Parent Unit Goal # 6: Promote the recognition and value of HCTC
- Parent Unit Goal # 7: Biennial college initiative 2010-2012: Modify curriculum

Intended Outcomes

- Provide effective switchboard services.
- Provide effective switchboard reception services.

Activities Accomplished

- Achieved reduction in dropped calls.
- Updated KIOSK weekly.
- Provided two student professional development sessions.

Opportunities for Enhancement

- Ensure outcomes and assessment criteria are specific, measurable, achievable, relevant, and time-bound (SMART) (ex: provide effective switchboard services and provide effective switchboard reception services).
- Include supporting evidence in the "Assessment Findings and Actions Taken" section (ex: provide effective switchboard services and provide effective switchboard reception services).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."
- Identify at least three assessment items (preferred).

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8. STUDENT SERVICES

Related HCTC Goals

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

Intended Outcomes

- 1. Fall 2011/Spring 2012 Headcount Enrollment
- 2. Fall 2011/Spring 2012 Tuition Revenue
- 1. Persistence Spring 2011 to Fall 2011
- 2. Persistence Fall 2011 to Spring 2012
- 3. The number of certificates, diplomas and degrees awarded Summer 2011, Fall 2011 and Spring 2012.
- Satisfaction of external customer service provided by student services personnel.

Activities Accomplished

- Exceeded credentials awarded (goal: 1,000; achieved: 1,312).
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: headcount and tuition revenue).
- Included supporting evidence for all applicable assessment items.

Opportunities for Enhancement

- Ensure each assessment item has only one intended outcome (ex: headcount and tuition revenue; Spring to Fall persistence, Fall to Spring persistence, and credentials; choose one).
- Describe clearly the intended outcome (ex: headcount enrollment and tuition revenue).
- Ensure only relevant information is reported in assessment findings and actions taken.
- Ensure accomplishment of intended outcome is within the authority of the unit (ex: headcount and tuition revenue, persistence rates).
- Create an intended outcome that is measurable (ex: headcount and tuition revenue).
- Describe clearly whether the findings met the intended outcome or assessment criteria (ex: customer satisfaction).
- Include assessment criteria for all assessment criteria (tools).

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Unit-Specific Recommendation for Improving Institutional Effectiveness

- Create assessment items that are appropriate to the Student Services level. The assessment item should be within the control of Student Services but above the sub-unit level (i.e., headcount and tuition revenue, Facebook and Twitter).
- Begin intended outcomes with “The unit will...”

8A. STUDENT LIFE (STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 3: Orientation programming
- Parent Unit Goal # 4: Academic advising
- Parent Unit Goal # 6: Career and transfer services
- Parent Unit Goal # 7: Cultural, social, recreational, and wellness activities

Intended Outcomes

- Students will be given the opportunity to appeal grades, financial issues, and code of conduct. All students will be afforded due process when they have a conflict.
- The establishment of a Student Activities Club with a focus on cultural enrichment.
- Basketball courts established on Tech and Hazard Campus.

Activities Accomplished

- Achieved targeted appeal processing times.
- Achieved student enrichment goal.
- Included supporting evidence for all applicable assessment items.
- Achieved establish basketball court goal on Hazard and Technical campuses.

Opportunities for Enhancement

- Ensure intended outcome is specific, measurable, achievable, relevant, and time-bound (SMART) (ex: appeal process).
- Ensure assessment criteria, assessment findings & actions taken, and recommendations for further actions are aligned with the intended outcome.

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”

8B. ADMISSIONS (LEARNER OUTREACH - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 1: Relationship building
- Parent Unit Goal # 2: Learner outreach services
- Parent Unit Goal # 3: Orientation programming

Intended Outcomes

- Increase student access and success by using technological strategies.
- To recruit 200 students into the HCTC dual credit general education program. This number will be used as a baseline for fall 2012.
- The procedures will be reviewed and adjustments made as necessary.

Activities Accomplished

- Exceeded targeted dual credit recruitment goal (goal: 200; achieved: 217).

Opportunities for Enhancement

- Describe clearly whether the findings met the intended outcome (ex: Facebook posts – college vs. admissions).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: overtime for selective admissions).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items (ex: dual credit report).

8B1. CAREER COLLEGE LIFE PLANNING CENTER (CCLP) – TIIITE III (LEARNER OUTREACH - STUDENT SERVICES)

Related HCTC Goals

- Parent Unit Goal # 1: Relationship building
- Parent Unit Goal # 2: Learner outreach services
- Parent Unit Goal # 3: Orientation programming
- Parent Unit Goal # 4: Academic advising
- Parent Unit Goal # 6: Career and transfer services
- Parent Unit Goal # 8: Graduation and transition to work/Transfer
- Parent Unit Goal # 10: Professional development

Intended Outcomes

- Employees will participate in developmental advising strategies. Faculty/staff employing developmental advising in their support strategies will increase from approximately 30% in the baseline year to at least 65%.
- Students will be surveyed to determine the usefulness of HCTC website and new online advising for obtaining relevant student information will reach 7.0 on a 10-point scale.
- The Title III Grant Objectives and Performance Measures document will be used to provide accurate, consistent documentation of meeting the grants goals and objectives in accordance with the federal program/grant mandates.
- Students will receive an Academic Success Plan that will outline his or her coursework and time frame to graduation.

Activities Accomplished

- Developed comprehensive recommendations for further action (ex: Master Advisor, online course registration and advising).
- Achieved targeted goal for online advising with website survey.
- Achieved targeted Title III grant objectives and performance measures.

Opportunities for Enhancement

- Ensure intended outcome is specific, measurable, achievable, relevant, and time-bound (SMART) (ex: Master Advisor, Academic Success Plan).
- Ensure only relevant information is reported and is aligned with intended outcome and findings.
- Describe clearly whether the findings met the intended outcome (ex: Master Advisor).
- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: Academic Success Plan).

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- Include action verb with criteria (ex: count, increase, decrease, etc.) and quantitative measure in the Assessment Criteria (Target) (ex: Academic Success Plan).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items (ex: Academic Success Plan).

8B2. CHALLENGER CENTER (LEARNER OUTREACH - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 1: Relationship building
- Parent Unit Goal # 2: Learner outreach services

Intended Outcomes

- Find funds from various sources that will allow CLCKY to continue operations and maintain school participation levels.
- Grant Income will be maintained at \$170,000. Accomplished by working with HCTC grant writer to identify and write grant.
- Have new, popular programs to offer to public for July 2011 and June 2012.
- Have 80 children attend the new summer camp program increasing summer camp revenue by \$2500.
- Visits will be made to teachers and central offices to recruit schools
Gear Up funding will be made available to certain school districts to offset cost of participating in Challenger Programs. We will apply for additional funds to offset school expenses.

Activities Accomplished

- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: fundraising, summer camp participation, and school year participation).
- Exceeded targeted grant funding levels (goal: \$170,000.00; achieved: \$244,690.00).
- Included supporting evidence for all applicable assessment items.
- Exceeded targeted summer camp goal (goal: 2; achieved: 4).
- Exceeded targeted new summer camp participation (goal: 80; achieved 230).
- Exceeded targeted student school year participation (goal: 8,000; achieved: 13,796).

Opportunities for Enhancement

- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned.
- Describe clearly whether the findings met the intended outcome (ex: fundraising).
- Ensure Intended Outcome statement is not place in Function area (ex: student participation during school year).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."

8B3. DIVERSITY SERVICES (LEARNER OUTREACH - STUDENT SERVICES)

Related HCTC Goals

- Parent Unit Goal # 1: Relationship building
- Parent Unit Goal # 2: Learner outreach services
- Parent Unit Goal # 3: Orientation programming
- Parent Unit Goal # 4: Academic advising
- Parent Unit Goal # 5: Financial aid assistance
- Parent Unit Goal # 6: Career and transfer services
- Parent Unit Goal # 7: Cultural, social, recreational, and wellness activities
- Parent Unit Goal # 8: Graduation and transition to work/Transfer

Intended Outcomes

- Offer and facilitate heritage events celebrating various cultures and diverse populations; city-wide Martin Luther King Celebration.
- Serve on two leadership committees.
- All the KCTCS allotment to HCTC for the John T. Smith scholarship is awarded.

Activities Accomplished

- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: campus cultural events).
- Achieved targeted leadership committees intended outcome.
- Included supporting evidence for all applicable assessment items.
- Achieved targeted John T. Smith scholarship goal.

Opportunities for Enhancement

- Define clearly the intended outcome (ex: campus cultural events).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”

8B4. FINANCIAL AID (LEARNER OUTREACH - STUDENT SERVICES)

Related HCTC Goals

- Parent Unit Goal # 2: Learner outreach services
- Parent Unit Goal # 3: Orientation programming
- Parent Unit Goal # 5: Financial aid assistance

Intended Outcomes

- In collaboration with academic services and student services reduce the number of students and funds related to Return To Title IV repayment. This measure can be achieved with a collaborative effort in the reporting of NO SHOWS and working of Safety Net.
- Promote college affordability by conducting financial aid awareness workshops in the HCTC service area.
- Ensure a high level of student satisfaction.

Activities Accomplished

- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: customer service).

Opportunities for Enhancement

- Ensure each assessment item has only one focus area: (i.e., not number of students and amount of funds; choose one focus area).
- Describe clearly whether the findings met the intended outcome (ex: R2T4 repayment).
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned (ex: financial aid awareness).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Include supporting evidence for all applicable assessment items (ex: financial aid workshops).

8B5. TESTING CENTER (LEARNER OUTREACH - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 2: Learner outreach services
- Parent Unit Goal # 4: Academic advising

Intended Outcomes

- Students will receive test results upon completion of the Compass Exam and then proceed into the CCLP for course placement.

Activities Accomplished

- Unable to determine.

Opportunities for Enhancement

- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned.

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”

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8B6. UPWARD BOUND (LEARNER OUTREACH - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 1: Relationship building

Intended Outcomes

- Participants will be provided academic support through tutoring, school contact visits, Saturday sessions, and a 6-week instructional component.
- Participants will be offered a variety of educational experiences along with incentive for successful completion of academic standards set by the Program, to assure interest and motivation in participants, Program staff will make weekly contact with participants.
- Participants will be provided with tools necessary for successful enrollment into post-secondary education. College orientation including admissions processes and financial aid will be presented to participants. Staff will provide college touring and exposure to post-secondary institutions and programs of study.
- Participants will be tracked 6 years following their completion of high school and/or Program participation. Past participants will be offered assistance through mailings, electronic contact (My Space, Facebook, etc.).

The Upward Bound program was officially de-funded May 31, 2012. Grant closeout commenced December 2011.

8C. ACADEMIC RESOURCE CENTER (LEARNER SUCCESS SERVICES - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 9: Targeted support services

Intended Outcomes

- HCTC students will express satisfaction with tutoring provided to them through the Academic Resource Centers.
- Tutors will expand knowledge of issues related to tutoring.
- HCTC students will express satisfaction with computers and periphery equipment.

Activities Accomplished

- Exceeded targeted customer satisfaction goal for the ARC survey for Spring 2012 (goal: 85%; achieved: 91%).
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: customer service for ARC survey).
- Achieved targeted Reflective Writing goal.
- Exceeded targeted computer availability and access survey goal (goal: 85%; achieved: 97%).

Opportunities for Enhancement

- Ensure assessment finding clearly addresses the intended outcome (ex: include results from both surveys for customer service).
- Ensure only relevant information is reported and is aligned with intended outcome and findings (ex: computer access).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."

8C1. DIABILITY SERVICES (LEARNER SUCCESS SERVICES - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 9: Targeted support services

Intended Outcomes

- HCTC will take all reasonable steps to accommodate special needs of students as requested on the Disability Services Student Profile and Disability Services Accommodation Form.
- Students with disabilities will express satisfaction with services provided to them through Disability Services.

Activities Accomplished

- Achieved targeted reasonable accommodations request goal.
- Included supporting evidence for all applicable assessment items.
- Exceeded targeted customer satisfaction survey goal (goal: 85%; achieved: 100%).
- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: customer satisfaction survey).

Opportunities for Enhancement

- Ensure assessment finding clearly addresses the intended outcome and includes sufficient detail (ex: disability services include whether number of students receiving accommodations met the percentage target).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”

8C2. QUALITY ENHANCEMENT PLAN (QEP) (LEARNER SUCCESS SERVICES - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 9: Targeted support services

Related Academic Service Goal

- Goal # 1: Developmental curricula

Intended Outcomes

- Increase the success rate in developmental courses (success equals the percent of students who achieve a grade of A, B, or C in developmental courses). Developmental faculty will develop active learning strategies for teaching the content and they will share their ideas during *Teacher Talks* and regular meetings of the developmental faculty. Faculty will be encouraged to implement these strategies in their own classes. In addition, faculty will be encouraged to attend professional development opportunities which will teach them the skills and strategies they need to increase their student success rates.
- Percent of students in developmental courses who accomplish individual course learning outcomes based on pre- and post TABE scores will increase 25% by 2012 as measured against the baseline scores in Fall 2006 (if accomplished, QEP Objective # 2 will be met.) Faculty will use the results of the TABE pre-tests to determine specific learning needs of their students. Students who show specific needs will be required to get extra assistance through supplemental work such as tutoring, online programs, Student Support Services, and working with Adult Education.
- Faculty will participate in retention/student success/Transitional Education workshops.

Activities Accomplished

- Exceeded targeted RDG 20/30 goals (RDG goal: 52%, achieved: 85%).

Opportunities for Enhancement

- Ensure only relevant information is reported and is aligned with intended outcome and findings. (ex: Student Success in Developmental Courses—final grades, TABE).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Define clearly the intended outcome (ex: Student Success in Developmental Courses-final grades, TABE).
- Begin intended outcomes with “The unit will...”

8C3. READY-TO-WORK (LEARNER SUCCESS SERVICES - STUDENT SERVICES)

Related Parent Unit Goal

- Parent Unit Goal # 9: Targeted support services

Intended Outcomes

- Meet programmatic requirements of grantor (Kentucky Cabinet for Health and Family Services) related to RTW participants required GPA.
- RTW participants will express satisfaction with their workstudy experience.
- RTW participants requesting academic advising will express satisfaction with their advising experience.

Activities Accomplished

- Exceeded targeted RTW Workstudy goal (goal: 85%; achieved: 98%).
- Included supporting evidence for all applicable assessment items.
- Exceeded targeted RTW Academic Advising goal (goal: 85%; achieved: 100%).

Opportunities for Enhancement

- N/A

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Describe clearly whether the findings met the intended outcome (ex: RTW Grant Compliance).

8C4. REGISTRAR/RECORDS OFFICE (LEARNER SUCCESS SERVICES - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 4: Academic advising
- Parent Unit Goal # 6: Career and transfer services
- Parent Unit Goal # 8: Graduation and transition to work/Transfer
- Parent Unit Goal # 9: Targeted support services

Intended Outcomes

- Students will be satisfied with services received from the Records Office
- Official student records files will be reviewed and documents purged according to the Records Retention policy.
- Each semester, 100% of applications for credentials will be audited prior to graduation.

Activities Accomplished

- Developed comprehensive recommendations for further action based on assessment outcome findings (ex: Student Satisfaction).
- Achieved targeted Student Records goal.
- Achieved targeted pre-graduation credential audit goal.

Opportunities for Enhancement

- N/A

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."

8C5. STUDENT SUPPORT SERVICES (LEARNER SUCCESS SERVICES - STUDENT SERVICES)

Related Parent Unit Goals

- Parent Unit Goal # 9: Targeted support services

Intended Outcomes

- Meet programmatic requirements of grantor(US Department of Education) by competing activities of Plan of Operation.
- SSS participants will express satisfaction with their advising experience.
- Students will graduate with a degree or certificate at a rate higher than the institutional average.

Activities Accomplished

- Exceeded targeted persistence and academic standing goals (goal: persistence, 76%, achieved: 78%; goal: academic standing, 72%; achieved: 91%).
- Included supporting evidence for all applicable assessment items (ex: grant compliance).

Opportunities for Enhancement

- Ensure each assessment item has only one focus area: (i.e., not persistence, academic standing, graduation, and transfer; choose one focus area).
- Ensure assessment procedure (tools) is aligned with and measures intended outcome (ex: advising experience).
- Ensure intended outcome can be achieved during assessment period (ex: credentials earned).

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with "The unit will..."

9. TECHNOLOGY SOLUTIONS

Related HCTC Goals

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

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.
- Integration of technology into the classroom.
- Provide training sessions for employees.

Activities Accomplished

- Achieved review of 100% of workstations.
- Met targeted smart classroom conversions. (goal: 5; achieved: 5).
- Exceeded targeted classroom technology and computer lab student satisfaction for survey questions 4 & 6 (goal: 80%; achieved: 100% and 98%).
- Exceeded employee satisfaction target for integration of technology in classrooms for survey question 5 (goal: 80%; achieved: 87%).

Opportunities for Enhancement

- Add quantitative data of what was or was not achieved in the Assessment Findings and Actions Taken (ex: state number of workstations reviewed and replaced).
- Align Assessment Procedure (Tools) and Recommendations for Further Action with assessment criteria for Training and Technology Awareness assessment outcome.

Unit-Specific Recommendation for Improving Institutional Effectiveness

- Begin intended outcomes with “The unit will...”
- Ensure intended outcome, assessment procedure (tools), and assessment criteria are aligned.
- Include supporting evidence for all applicable assessment items.

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RECURRING THEMES

- Ensure intended outcome, assessment criteria, assessment findings and actions, and recommendations for further actions are aligned.
- Ensure each assessment item has only one intended outcome.
- Begin intended outcomes with “The unit will...”
- Ensure accomplishment of intended outcome is within the authority of the unit.
- Ensure assessment finding clearly addresses the intended outcome.
- Ensure specific survey question is used in the assessment criteria or write an outcome that covers an aggregate percentage of survey questions, if surveys are used.
- Ensure grammar and spelling are correct.
- Use summary survey reports from Institutional Research when reporting survey results.
- Include supporting evidence for all assessment items, unless personally identifiable information (PII) is included and is prohibited from dissemination. If personal identifiable information is present, provide aggregate results.
- Write recommendations to address outcomes and assessment findings.
- Ensure only relevant information is reported and is aligned with intended outcome and findings.
- Use professional title as opposed to names and personal pronouns (ex: I, we, she, he, etc.).

RECOMMENDATIONS TO IMPROVE INSTITUTIONAL EFFECTIVENESS

- Sub-unit Operational Plans and Assessment Plans should be developed in conjunction with Unit Operational Plans and Assessment Plans.
- Unit and sub-unit leaders should periodically review progress of assessment items, no less than once at mid-year and preferably during regular unit meetings
- Review Strategic Planning Calendar at unit/sub-unit meetings.
- Consider external audiences when completing the assessment process (SACSCOC, strategic planning meetings, competitive grant opportunities).