

Hazard Community and Technical College
2012-2013 ANNUAL ASSESSMENT IMPACT REPORT

1. ACADEMIC SERVICES UNIT

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Developmental Curricula
- Operational Plan Goal #2: Liberal Arts/General Studies
- Operational Plan Goal #3: Technical and/or Workforce Training
- Operational Plan Goal #4: Personal Enrichment
- Operational Plan Goal #5: Distance Learning
- Operational Plan Goal #6: Academic Support Services

Intended Outcomes

- The Academic Services unit will increase the number of HCTC online courses.
- The Academic Services unit will develop initiatives to increase the number of class offerings in Knott, Leslie, Lee, Wolfe, and Owsley counties.
- The Academic Services unit will seek additional UCM partners/degrees.
- The Academic Services unit will increase enrollment in Workforce Solutions training classes.

Activities Accomplished

- Exceeded targeted percentage increase in number of HCTC online courses (targeted: 10%; achieved: 29% and 16%).
- Met targeted new degrees through the UCM goal.
- Met targeted professional development goal.

Opportunities to Improve Assessment Plan Documentation

- Ensure “Assessment Findings and Actions Taken” are aligned with “Assessment Criteria (Target)” (ex: Intended Outcome #2).
- Clearly define if intended outcome was met in “Assessment Findings and Actions Taken.” (ex: Intended Outcome #2: Class Offerings and which county had what percentage increase/decrease each term; aggregate levels were identified).

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1 and #4.

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1A. DEVELOPMENTAL EDUCATION (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Quality Courses
- Operational Plan Goal #2: Student Satisfaction

Intended Outcomes

- Transitional Education Faculty who attend professional development outside of HCTC will provide follow-up sessions for HCTC faculty members.
- Students who test into ENC 90 and are placed in a special pilot course with supplemental instruction from Adult Basic Education staff will show improvement on a pre/post-exam.
- Students will be satisfied with availability of instructor outside of class.

Activities Accomplished

- Exceeded targeted percentage increase for pre/post-exam (targeted: 70%; achieved: 88%).
- Exceeded targeted student satisfaction (targeted: 70%; achieved: 96% and 100%).

Opportunities to Improve Assessment Plan Documentation

- Ensure the “Intended Outcome” is in the control of the unit (ex: Intended Outcome #2).
- Include actual number of students who improved pre/post-exam score in addition to percentages for frame of reference (ex: Intended Outcome #2).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcome #1).
- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #1.
- Upload survey results in “Assessment Findings and Actions Taken” (ex: Intended Outcome #3).

1B. DISTANCE LEARNING (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #3: DL Evaluation
- Operational Plan Goal #4: DL Training and Support

Intended Outcomes

- Strategies will be developed and implemented to identify students who take non-HCTC online courses.
- Re-evaluate the Quality Assurance Process.
- Identify and schedule trainings to support part-time instructors.
- Training and support for online students will be identified and created.

Activities Accomplished

- Met targeted goal to develop and implement strategies to identify students taking non-HCTC online courses.
- Met targeted goal to re-evaluate the quality assurance process.

Opportunities to Improve Assessment Plan Documentation

- Ensure “Assessment Criteria (Target)” is specific and quantifiable (ex: Intended Outcomes #1 and #4).
- Ensure only relevant information is included and aligned with “Intended Outcome” and “Assessment Findings & Actions Taken” (ex: Intended Outcomes #1 and #3).

IEPR Feedback

- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #2.
- Examples of well documented “Assessment Findings and Actions Taken” sections with attached supporting documentation are Intended Outcomes #1-3.

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1C. DIVISION, ALLIED HEALTH SCIENCE TECHNOLOGIES (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Prepare students for success on licensure/certification exam
- Operational Plan Goal #4: Proficiency in student learning outcomes that are applicable to the specific credential

Intended Outcomes

- The division December 2011 and May 2012 program graduates(testing in 2012) will meet or exceed the program national average pass rate (benchmark varies by program) on first attempt on the licensure/registry/certification exam.
- Eighty percent or greater of each of the division programs' students who enroll in last semester courses of the program will meet AAS degree requirements and graduate for May 2012.
- Eighty percent of the division programs will meet 80% of their program outcome benchmarks as listed in the Program Review Document for 2011- 2012.
- At least eighty-five percent of the overall program graduates' employers surveyed will report satisfaction with the 2011 program graduates' job skills performance as evidenced by overall rating on Vo-Tech training as Good or Very Good.

Activities Accomplished

- Met targeted graduation rates of students enrolled in last semester courses.
- Exceeded targeted employer satisfaction with program graduates' job skills (targeted: 85%; achieved: 100%).

Opportunities to Improve Assessment Plan Documentation

- If the "Assessment Criteria (Target)" includes a percentage, the "Assessment Findings and Actions Taken" should also include a percentage (ex: Intended Outcome #2).
- The purpose of the outcome is not apparent from the face of the document (Intended Outcome #3).
- Include "Recommendations for Further Action" for each "Intended Outcome" (ex: Intended Outcome #4).
- Ensure the "Intended Outcome" is in the control of the unit (ex: Intended Outcome #4).
- "Intended Outcome" and "Assessment Criteria (Target)" should not be the same (ex: Intended Outcomes #1-4) (ex: Intended Outcome #2: should not contain the measurable criteria/target of 80%).

IEPR Feedback

- Excellent use of quantifiable information in "Assessment Findings and Actions Taken" (ex: Intended Outcome #1).

1D. DIVISION, COMPUTER & ONLINE TECHNOLOGIES (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Provide high-quality online programs and course offerings
- Operational Plan Goal #2: Ensure online programs and course offerings meet quality assurance standards
- Operational Plan Goal #3: Professional development for faculty teaching online classes

Intended Outcomes

- The unit will review course schedules and identify new courses to offer at off-campus locations or online.
- The unit will increase the number of courses certified through the quality assurance process.
- Provide library support and resources through the creation of LibGuides.

Activities Accomplished

- Met targeted number of courses submitted for quality assurance certification.
- Met targeted goal for LibGuides.

Opportunities to Improve Assessment Plan Documentation

- Choose one focus area for each “Intended Outcome” (ex: Intended Outcome #1).
- If the “Assessment Criteria (Target)” includes a percentage, then “Assessment Findings and Actions Taken” should also include a percentage (ex: Intended Outcome #1).
- Ensure “Assessment Criteria (Target)”, “Assessment Findings and Actions Taken”, and “Recommendations for Further Actions” are aligned with the “Intended Outcome”.
- Ensure the “Intended Outcome” is in the control of the unit (ex: Intended Outcome #3).

IEPR Feedback

- N/A

1E. DIVISION, HERITAGE, HUMANITIES, & FINE ARTS (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Provide developmental curricula and courses to prepare students for collegiate level studies
- Operational Plan Goal #2: Provide continuing education courses and programs that offer personal enrichment
- Operational Plan Goal #3: Expand the quality and quantity of the Distance Learning (DL) courses of the Heritage and Humanities Division
- Operational Plan Goal #4: Provide liberal arts programming suitable for transfer to baccalaureate degrees

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

- Met targeted faculty load requirements.
- Met targeted program review requirements.
- Exceeded targeted student course evaluation goal (targeted: 80%; achieved: 98% and 97%).
- Met targeted professional development goal.

Opportunities to Improve Assessment Plan Documentation

- Attach survey division summary report in "Assessment Findings and Actions Taken" (ex: Intended Outcome #2).

IEPR Feedback

- Recommend assessing items that lead to meaningful improvement (ex: Intended Outcomes #1 and #5).
- Suggest unit focus on one program review outcome for improvement as opposed to reporting status (met or not met) on all program outcomes (ex: Intended Outcome #2).

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- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #4.

1F. DIVISION, OCCUPATIONAL TECHNOLOGIES (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Workforce Training
- Operational Plan Goal #3: Student Proficiency

Intended Outcomes

- Intended Outcome 1:
 - 1. TEDS Student Data follow-up and employer satisfaction surveys
 - 2. Monitor state-wide curriculum changes
 - 3. Evaluation of technical programs and courses
 - 4. Technical course/program offerings
 - 5. Licensure and Certification Exams
 - 6. Grade Distribution of Students in Technical Program Courses
 - 7. Student Retention, Persistence, and Time to Completion Rates
 - 8. Program Advisory Committees
 - 9. High Wage/High Demand Occupations
- Intended Outcome 2:
 - Annual percent of first-time takers passing licensure and certification exams required by the profession for entry-level positions.
- Intended Outcome 3:
 - Percent of degree programs meeting program review requirements.
- Intended Outcome 4:
 - 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

- Met targeted curriculum standards/requirements.

Opportunities to Improve Assessment Plan Documentation

- Choose one focus area for each “Intended Outcome” (ex: Intended Outcomes #1 and #4).
- Ensure only relevant information is reported and is aligned with “Intended Outcome” and “Assessment Findings and Actions Taken” (ex: Intended Outcome #1).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcomes #2-4).
- Suggest unit focus on one program review outcome for improvement as opposed to reporting status (met or not met) on all program outcomes (ex: Intended Outcome #3).

1G. DIVISION, SCIENCES & MATHEMATICS (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Provide developmental curricula and courses to prepare students for collegiate level studies
- Operational Plan Goal #2: Provide continuing education courses and programs that offer personal enrichment
- Operational Plan Goal #3: Increase the quality and quantity of the Distance Learning (DL) courses provided by the Sciences and Math Division
- Operational Plan Goal #4: Provide liberal arts programming suitable for transfer to baccalaureate institutions

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

- Met targeted faculty load goal.
- Exceeded student satisfaction goal with program (targeted: 80%; achieved: 97% and 99%).
- Met targeted PD goal.

Opportunities to Improve Assessment Plan Documentation

- Recommend assessing items that lead to meaningful improvement (ex: Intended Outcomes #1, #2, and #5).
- Attach survey division summary report in "Assessment Findings and Actions Taken" section (ex: Intended Outcome #3).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcome #2).
- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #4.

1H. LIBRARY SERVICES (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Collection Developmental Resources
- Operational Plan Goal #2: Services
- Operational Plan Goal #3: Instruction

Intended Outcomes

- Library will update collection of resources on diversity, multiculturalism, and inclusion.
- Library staff will implement online library orientation pre and post testing of GEN 102 students.
- Library staff will implement direct document delivery services (books, articles, AV) to HCTC (Home Campus) online students and teaching faculty.

Activities Accomplished

- Met targeted goal of update collection of resources on diversity, multiculturalism, and inclusion.

Opportunities to Improve Assessment Plan Documentation

- Ensure “Intended Outcome” and “Assessment Criteria (Target)” are aligned (ex: Intended Outcome #2).

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1 and #3.

11. UNIVERISTY CENTER OF THE MOUNTAINS (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #2: Provide Student Services
- Operational Plan Goal #3: Communication and Collaboration
- Operational Plan Goal #4: Funding

Intended Outcomes

- Document UCM services to the region in order to support future funding requests.
- To identify and then provide Transfer Bound students with information/resources prior to the transfer transition.
- Immediate and quality transfer advising services and class room support.

Activities Accomplished

- Met new tracking procedures goal.
- Met student services goal.

Opportunities to Improve Assessment Plan Documentation

- Choose only one focus area for each “Intended Outcome” (ex: Intended Outcome #3).
- Ensure the “Intended Outcome”, “Assessment Criteria (Target)”, and “Assessment Findings and Actions Taken” are aligned (ex: Intended Outcome #3).

IEPR Feedback

- Use professional titles as opposed to names and/or personal pronouns (ex: we, I, she, etc.) (ex: Intended Outcome #1).
- Ensure spelling and grammar are correct (ex: Intended Outcome #1).
- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #1.
- Examples of well documented “Assessment Findings and Actions Taken” sections with attached supporting documentation are Intended Outcomes #1 and #3.
- Examples of qualitative assessment that lead to meaningful improvement are Intended Outcomes #1-3.

1J. WORKFORCE SOLUTIONS (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Customized Workforce Training
- Operational Plan Goal #2: Open Enrollment Workforce Training
- Operational Plan Goal #7: Workforce Transitional Courses
- Operational Plan Goal #9: Personal Enrichment
- Operational Plan Goal #10: 50 Plus Initiative

Intended Outcomes

- Intended Outcome 1:
 - 1. Number of new contracts captured within the four industry focus sectors.
 - 2. Revenue generated.
 - 3. Numbers of individuals and companies served.
- Intended Outcome 2:
 - 1. Number enrolled in workforce open enrollment courses.
 - 2. Number of open enrollment workforce courses offered.
 - 3. Revenue generated from open enrollment workforce courses.
- Intended Outcome 3:
 - 1. Number enrolled in workforce transitions type courses
 - 2. Number of people who transition into credential-seeking programs from workforce training
 - 3. Number of workforce transitional type courses offered
- Intended Outcome 4:
 - 1. Number of courses offered
 - 2. Number of new types of courses offered
 - 3. Enrollment in personal enrichment courses
- Intended Outcome 5:
 - Number of individuals who are 50 plus who are enrolled in credential seeking training at HCTC

Activities Accomplished

- Exceeded 50 plus initiative goal (targeted: 25; achieved: over 25).

Opportunities to Improve Assessment Plan Documentation

- Choose one focus area for each “Intended Outcome” (ex: Intended Outcomes #1-4).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcomes #1 and #2).
- Ensure “Assessment Criteria (Target)” are specific and clearly written (ex: Intended Outcomes #1-5).

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- Recommend using 1-2 “Assessment Criteria (Target)” for each “Intended Outcome” (ex: Intended Outcome #1).
- Example of well documented “Assessment Findings and Actions Taken” section with attached supporting documentation is Intended Outcome #1.

2. AUXILIARY ENTERPRISES

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Efficiency and Effectiveness
- Operational Plan Goal #2: Business Plans
- Operational Plan Goal #3: Sustainability

Intended Outcomes

- Reduce deficit in food services.
- Development of business plans for each of the sub units.
- Initiate a campus-wide sustainability initiative.

Activities Accomplished

- N/A

Opportunities to Improve Assessment Plan Documentation

- Ensure the “Intended Outcome”, “Assessment Criteria (Target)”, and “Assessment Findings and Actions Taken” are aligned (ex: Intended Outcome #3).

IEPR Feedback

- Use professional title as opposed to names and personal pronouns (ex: I, we, she, he, etc.) (ex: Intended Outcome #1).
- Examples of well documented “Assessment Findings and Actions Taken” sections with attached supporting documentation are Intended Outcomes #1-3.
- Ensure spelling and grammar are correct (ex: Intended Outcomes #1-3).

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2A. CHALLENGER CENTER (AUXILIARY ENTERPRISES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Student Participation
- Operational Plan Goal #2: Fundraising
- Operational Plan Goal #3: Summer Programs

Intended Outcomes

- Grant/donation income will be maintained at \$27,000. Accomplished by working with HCTC grant writer to identify and write grants.
- Offer new, popular program to public in July 2012 and June 2013.
- Have 80 children attend the new summer camp program.
- 8000 students will participate in CLCKY programs.

Activities Accomplished

- Exceeded targeted grant dollar goal (targeted: \$27,000.00; achieved: \$40,070.72).
- Exceeded targeted new summer camp goal (targeted: 2; achieved: 4).
- Exceeded targeted summer camp attendance goal (targeted: 80 participants; achieved: 85 participants).
- Exceeded targeted elementary and middle-school participant goal (targeted: 8,000; achieved: 8,350).

Opportunities to Improve Assessment Plan Documentation

- “Intended Outcome” and “Assessment Criteria (Target)” should not be the same. (ex: Intended Outcomes #3 and #4) (ex: Intended Outcome #3 should not contain the measurable criteria/target of 80 children).

IEPR Feedback

- Use professional titles as opposed to names and personal pronouns (ex: I, we, she, he, etc.) (ex: Intended Outcomes #1-4).

2B. PERFORMING ARTS (AUXILIARY ENTERPRISES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Provide Support
- Operational Plan Goal #2: Develop and Strengthen Participation
- Operational Plan Goal #3: Provide Educational Opportunities

Intended Outcomes

- This unit will generate revenues through earned income, grants, corporate and private support to meet budget expenses.
- The unit will generate support through season underwriters and event sponsorships.
- The unit will implement calendar based plans that integrate arts events into K-12 education outreach activities.
- Staff will review the Arts Education surveys for the past season to make improvements.

Activities Accomplished

- Exceeded targeted revenue goal (targeted: \$78,083.00; achieved: \$89,848.00).

Opportunities to Improve Assessment Plan Documentation

- N/A

IEPR Feedback

- Ensure spelling and grammar are correct and do not use abbreviations (ex: Intended Outcomes #1-3).

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3. BUSINESS SERVICES

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Financial Planning
- Operational Plan Goal #2: Quality Customer Service
- Operational Plan Goal #3: Inform Employees About Policies and Procedures
- Operational Plan Goal #4: Meet Audit Standards
- Operational Plan Goal #5: Cashier Customer Service

Intended Outcomes

- Intended Outcome 1:
 - 1. College will maintain at least a five (5) percent positive carry forward fund balance for FY2013.
 - 2. FY2013 Fund 01 expenditure budgets will have a positive balance.
- Provide efficient and accurate services in purchasing, payroll and travel reimbursement.
- Business Services will provide e-mail updates of new/ revised KCTCS/HCTC Business Services policies and procedures and fiscal year close-out deadlines.
- Business Services will annually measure controls/processes in place to ensure compliance with KCTCS auditing standards.
- Business Services will offer friendly professional service and inform students of their financial obligations/responsibilities.

Activities Accomplished

- Met targeted positive carryover and balance goal.
- Met targeted audit recommendations goal.
- Exceeded targeted survey student satisfaction goal (targeted: 75%; achieved: 87.7% and 90%).

Opportunities to Improve Assessment Plan Documentation

- Choose one focus area for each “Intended Outcome” (ex: Intended Outcomes #1 and #3).
- Ensure “Assessment Findings and Actions Taken” adequately addresses “Assessment Criteria (Target)” (ex: Intended Outcome #2).
- Ensure “Assessment Criteria (Target)” are aligned with “Intended Outcome” (ex: Intended Outcome #3).
- Recommend using 1-2 “Assessment Criteria (Target)” for each “Intended Outcome” (ex: Intended Outcome #5).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcomes #1, 3, and 5).

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- Example of a well documented “Assessment Findings and Actions Taken” sections by attaching supporting documentation (ex: Intended Outcome #1).
- Consider choosing one survey question to assess versus the entire survey to obtain more meaningful assessment (ex: Intended Outcome #5).

4. HUMAN RESOURCES

Related Unit Operational Plan Goals

- Operational Plan Goal #4: Professional Development
- Operational Plan Goal #8: File Maintenance

Intended Outcomes

- Every regular fulltime employee has a professional development goal listed on their annual Performance, Planning, Evaluation (PPE) form. This is support the HCTC Strategic Plan Goal #5 - Enhance College and community leadership. Specifically, this outcome will support Action #15 - % of HCTC employees completing a structured professional development plan as demonstrated in the PPE process. This was assessed in 2010-11 and 2011-12. However the goal has not been obtained so we are continuing it into 2012-13.
- 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.
- Maintain personnel files in accordance with KCTCS regulations, federal and state laws. Also begin the scanning process to make all files electronic. This entails developing processes that will ensure that documents are filed electronically and are retrievable when needed.

Activities Accomplished

- N/A

Opportunities to Improve Assessment Plan Documentation

- Do not include extraneous information in "Intended Outcome" (ex: Intended Outcomes #1 and #4).
- Ensure "Intended Outcome", "Assessment Procedure (Tool)", and "Assessment Criteria (Target)" are aligned (ex: Intended Outcome #3).
- Choose one focus area for each "Intended Outcome" (ex: Intended Outcome #3).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcomes #1, 2, and 4).
- Examples of well documented "Assessment Findings and Actions Taken" sections with attached supporting documentation are Intended Outcomes #1 and #3.
- Consider choosing one survey question to assess versus the entire survey to obtain more meaningful assessment (ex: Intended Outcome #2).

5. INSTITUTIONAL EFFECTIVENESS, PLANNING, & RESEARCH (IEPR)

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Facilitate College-Wide Strategic Planning
- Operational Plan Goal #2: Facilitate and Administer College-Wide Assessment Processes

Intended Outcomes

- IEPR will monitor the completion of Strategic Planning Calendar activities by the appropriate HCTC units.
- IEPR will monitor the completion of operational plans in Compliance Assist by the units/subunits.
- IEPR will conduct a Senior Leadership annual planning day meeting.

Activities Accomplished

- N/A

Opportunities to Improve Assessment Plan Documentation

- Attach IEPR Strategic Planning Calendar in “Assessment Findings and Actions Taken” (ex: Intended Outcome #1).

IEPR Feedback

- Consider using alternative “Assessment Criteria (Target)” and “Assessment Procedure (Tool)” (ex: Intended Outcome #1).
- Example of a well documented “Assessment Findings and Actions Taken” section with attached supporting documentation is Intended Outcome #3.

5A. ASSESSMENT & CONTINUOUS ENHANCEMENT (IEPR)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #3: Assessment Best Practices
- Operational Plan Goal #5: Assessment Professional Development Activities

Intended Outcomes

- The ACE sub-unit will deliver helpful Assessment and Outcomes Trainings that increase participants' knowledge related to the subject area.
- The ACE sub-unit will develop an Assessment and Outcomes Tutorial to be delivered college-wide.
- The Assessment and Continuous Enhancement Coordinator will attend at least one assessment related professional development activity or forum.

Activities Accomplished

- Exceeded targeted Assessment and Outcome trainings satisfaction goal (targeted: 80%; achieved: 100%).
- Met targeted Assessment and Outcomes Tutorial goal.
- Exceeded targeted professional development goal (targeted: 1; achieved: 2).

Opportunities to Improve Assessment Plan Documentation

- Ensure "Assessment Procedure (Tool)" is aligned with "Intended Outcome" (ex: Intended Outcome #2).
- Include an anticipated completion date in the "Assessment Criteria (Target)" (ex: Intended Outcome #2).
- Attach PD Event agenda for "Assessment Procedure (Tool)" (ex: Intended Outcome #3).

IEPR Feedback

- N/A

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5B. GRANTS (IEPR)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Expand Capacity for Grants
- Operational Plan Goal #2: Grant Process Manual
- Operational Plan Goal #3: Enhance Internal Partnerships with Faculty and Staff
- Operational Plan Goal #4: Enhance Community Partnership Collaboration

Intended Outcomes

- The grant writer will expand grants capacity through major grant submissions.
- The grant writer will create a high level grants process manual.
- The grant writer will internal faculty and staff collaboration with the grants department.
- The grant writer will enhance community partnership collaboration through relationship building activities.

Activities Accomplished

- Exceeded targeted number of grant submissions over \$100,000.00 (targeted: 5; achieved: 7).
- Met targeted Grants and Contracts Manual goal.
- Exceeded targeted faculty/staff collaboration goal (targeted: 5; achieved: 19).
- Exceeded targeted community collaboration goal (targeted: 25; achieved: 47).

Opportunities to Improve Assessment Plan Documentation

- If completion date is indicated in “Assessment Criteria (Target)”, include completion date in “Assessment Findings and Actions Taken” (ex: Intended Outcome #2).

IEPR Feedback

- Examples of well documented “Assessment Findings and Actions Taken” section with attached supporting documentation are Intended Outcomes #1-4.

5C. INSTIUTIONAL RESEARCH (IEPR)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #2: Data Will Be Distributed
- Operational Plan Goal #4: Institutional Effectiveness Will Be Supported

Intended Outcomes

- The Institutional Research Coordinator will survey employees who request data to determine whether the data/information they received met their expectations.
- The Institutional Research Coordinator will develop an Institutional Research Process Guide by documenting at least 10 IR processes in support of the IEPR unit's business continuing plan effort.
- The Institutional Research Coordinator will conduct at least 5 structured trainings with new IR Research Assistant to introduce IR processes.

Activities Accomplished

- Exceeded targeted employee satisfaction goal (targeted: 75%; achieved: 100%).
- Exceeded targeted IR process guides goal (targeted: 10; achieved: 17).
- Met targeted structured training sessions with IR Research Assistant.

Opportunities to Improve Assessment Plan Documentation

- N/A

IEPR Feedback

- Examples of well documented "Assessment Findings and Actions Taken" sections with attached supporting documentation (ex: Intended Outcomes #1-3).

6. OPERATIONS

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Maintenance will maintain campus environment
- Operational Plan Goal #2: Crisis Management Team Will Review Safety/Security

Intended Outcomes

- Maintenance and Operations will improve efficiency of operations.
- Crisis Management Team will have clearly defined protocols for response to high probability incidents.

Activities Accomplished

- Met targeted review of 5 high probability incidents.

Opportunities to Improve Assessment Plan Documentation

- Documentation attached is an incomplete and inadequate campus plan of action (ex: Intended Outcome #1).
- Ensure “Assessment Criteria (Target)” is fully addressed and “Assessment Findings and Actions Taken” (ex: Intended Outcome #2).

IEPR Feedback

- Provide more detailed information in “Assessment Findings and Actions Taken” that fully address “Intended Outcome” and “Assessment Criteria (Target)” (ex: Intended Outcome #2).
- Ensure spelling and grammar are correct (ex: Intended Outcomes #1 and #2).

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7. PRESIDENT'S OFFICE

The President ultimately is responsible for the successful operation of HCTC, which includes the accomplishment of all HCTC goals, related KCTCS goals, Transformation Initiatives, and performance measures. Consequently, the President's Office does not develop individual Operational Plan or Assessment Plan items.

7A. ADVANCEMENT (PRESIDENT'S OFFICE)

Related Sub-Unit Operational Plan Goals

- Operational Goal #1: Coordinate Fundraising Activities
- Operational Goal #2: Administer Scholarship Program
- Operational Goal #4: Annual Giving Campaign

Intended Outcomes

- 60% of employees will contribute to the Annual Giving Campaign.
- Meet with appropriate Financial Aid office personnel to develop transitional plans.
- Increase private external funding by \$50,000 over 2011-2012.

Activities Accomplished

- Exceeded targeted employee contribution to Annual Giving Campaign (targeted: 60%; achieved: 78%).
- Met targeted financial planning meetings to develop transitional plans.
- Exceeded targeted increase of external funding goal (targeted: \$50,000.00; achieved: \$200,000.00).

Opportunities to Improve Assessment Plan Documentation

- "Intended Outcome" and "Assessment Criteria (Target)" should not be the same. (ex: Intended Outcomes #1 and #3) (ex: Intended Outcome #1: should not contain the measurable criteria/target of 60%).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcome #1).

7B. PUBLIC RELATIONS (PRESIDENT'S OFFICE)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Promote College
- Operational Plan Goal #3: Speakers Bureau

Intended Outcomes

- Public Relations will promote HCTC via Facebook.
- At least ten bookings will occur within the year.
- An average of 20 news releases will be sent to the media each month.

Activities Accomplished

- Exceeded targeted average monthly FaceBook postings (targeted: 20; achieved: 63).
- Exceeded targeted annual Speaker's Bureaus bookings (targeted: 10; achieved: 20).
- Exceeded targeted average monthly news releases (targeted: 20; achieved: 47).

Opportunities to Improve Assessment Plan Documentation

- Do not include extraneous information in "Assessment Findings and Action Taken" (ex: Intended Outcome #1).
- "Intended Outcome" and "Assessment Criteria (Target)" should not be the same. (ex: Intended Outcomes #2 and #3) (ex: Intended Outcome #2, the measurable criteria of 10 bookings does not need to be included in the Intended Outcome).

IEPR Feedback

- Use professional title as opposed to names and/or personal pronouns (ex: we, I, she, etc.) (ex: Intended Outcome #1).
- Examples of well documented "Assessment Findings and Actions Taken" sections with attached supporting documentation are Intended Outcomes #1-3.

8. STUDENT SERVICES

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Relationship Building
- Operational Plan Goal #2: Learner Outreach Services
- Operational Plan Goal #3: Orientation Programming
- Operational Plan Goal #4: Academic Advising
- Operational Plan Goal #5: Financial Aid Assistance
- Operational Plan Goal #6: Career Services
- Operational Plan Goal #7: Cultural, Social, Recreational and Wellness Activities
- Operational Plan Goal #8: Graduation and Transition to Work/Transfer
- Operational Plan Goal #9: Targeted Support Services

Intended Outcomes

- By April 1, 2013 Phrase I of 365/24/7 will be within the 20% calibration of response.
- Facilitate the development of a student tracking system in collaboration with Institutional Research and Academic Resource Center, Disability Services, and Diversity Services on the impact of services relating to retention, graduation and career/transfer transition beyond HCTC.
- To assess the level of customer satisfaction with Student Services, I will ensure that the Secret Shopper Survey and the Satisfaction with Services Centers Survey are administered. Revisions as appropriate will be made.

Activities Accomplished

- Met targeted calibration goal.

Opportunities to Improve Assessment Plan Documentation

- Ensure “Intended Outcome”, “Assessment Procedure (Tool)”, and “Assessment Criteria (Target)”, “Assessment Findings and Actions Taken” are aligned (ex: Intended Outcomes #1 and #2).
- Choose one focus area for each “Intended Outcome” (ex: Intended Outcomes #2 and #3).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcome #1).
- Use professional title as opposed to names and/or personal pronouns (ex: we, I, she, etc.) (ex: Intended Outcome #3).
- Examples of well documented “Assessment Findings and Actions Taken” sections with attached supporting documentation (ex: Intended Outcomes #1-3).

8A. ACADEMIC RESOURCE CENTER (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Quality Tutoring Services
- Operational Plan Goal #2: Computer Access in ARCs
- Operational Plan Goal #3: Welcoming Environment

Intended Outcomes

- Each semester of the 2012-2013 school year, HCTC students will express satisfaction with tutoring provided to them through the Academic Resource Centers.
- Tutors will expand understanding of issues related to tutoring services each year through assignments and training provided by the Instructional Specialist.
- Each semester, HCTC students will express satisfaction with computers and periphery equipment in the tutoring facility.

Activities Accomplished

- Met targeted Reflective Writing goal.
- Exceeded targeted student satisfaction with computers and periphery equipment for the spring semester goal (targeted: 85%; achieved: 95.3%).

Opportunities to Improve Assessment Plan Documentation

- Ensure “Intended Outcome”, “Assessment Criteria (Target)”, and “Assessment Findings and Actions Taken” are aligned (ex: Intended Outcome #1).
- Include both semesters’ survey results when measuring each semester’s results (ex: Intended Outcomes #1 and #3).
- Attach only relevant supporting documentation (ex: Intended Outcomes #1-3).

IEPR Feedback

- N/A

8B. ADMISSIONS (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Recruit Students

Intended Outcomes

- The unit will increase the number of non-traditional students enrolling at Hazard Community and Technical College.
- Students will be satisfied or very satisfied with admissions.
- Increase the percentage of mystery shoppers choosing extremely good for the telephone service received compared to 2011/2012 results.

Activities Accomplished

- Exceeded targeted student satisfaction with admissions (targeted: 80%; achieved: 85%).
- Exceeded mystery shopper telephone results (targeted: 60%; achieved: 67%).

Opportunities to Improve Assessment Plan Documentation

- Ensure the “Intended Outcome” and “Assessment Procedure (Tool)” are aligned (ex: Intended Outcome #1).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcomes #1 and #3).

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8C. CAREER COLLEGE LIFE PLANNING CENTER (CCLP)

Related Sub-Unit Operational Plan Goals

- Operational Goal #1: Master Advisor Program for Use by HCTC Faculty
- Operational Goal #2: Testing Center
- Operational Goal #3: Title III Data Management

Intended Outcomes

- 70% Faculty and staff participating in advising training will rate that the professional development received with a level of "agree" that the training met their needs. The evaluation will have the following categories to select from: Strongly agree, Agree, Neutral, Disagree, and Strongly disagree. The comment sections will be reviewed and appropriate changes made based on feedback.
- A grant proposal will be submitted to fund the purchase of new computers and audio/video security equipment to comply with the standards and guidelines By March 2013.
- Intended Outcome #3:
 - 1. Conduct internal audits of program goals and objectives to ensure timely compliance with federal regulations
 - 2. Maintain current and accurate documentation of meeting the program goals and objectives

Activities Accomplished

- Met targeted grant compliance goal.

Opportunities to Improve Assessment Plan Documentation

- Ensure "Intended Outcome", "Assessment Procedure (Tool)", and "Assessment Criteria (Target)" are aligned (ex: Intended Outcome #1).
- Attach correct supporting documentation in "Assessment Findings and Actions Taken" that is aligned with the "Assessment Procedure (Tool)" (ex: Intended Outcome #1).
- Ensure "Intended Outcome" is specific and clearly written (ex: Intended Outcome #3).
- "Intended Outcome" and "Assessment Criteria (Target)" should not be the same. (ex: Intended Outcomes #1 and #3) (ex: Intended Outcome #1 should not contain the measurable criteria/target of 70%).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcomes #2 and #3).

8D. DISABILITY SERVICES (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Reasonable Accommodation

Intended Outcomes

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

Activities Accomplished

- Met targeted reasonable accommodation goal.
- Exceeded targeted student satisfaction goal (targeted: 85%; achieved: 100% and 94.8%).

Opportunities to Improve Assessment Plan Documentation

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IEPR Feedback

- Example of a well documented “Assessment Findings and Actions Taken” section with attached supporting documentation is Intended Outcome #2.
- Ensure spelling and grammar are correct (ex: Intended Outcome #2).

8E. DIVERSITY SERVICES (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Students
- Operational Plan Goal #2: Campus
- Operational Plan Goal #3: Institution

Intended Outcomes

- Diversify student population through workforce development, online recruitment efforts, dual enrollment/dual credit and Super Sunday event. Also, through marketing at local medical facilities, churches and ethnic restaurants.
- Offer and facilitate heritage events/activities celebration various cultures and diverse populations; Dr. Martin Luther King Celebration, Veterans Day Celebration and displays at the Hazard Campus and Lees College Campus Libraries during September- Hispanic/Latino Heritage Month, October - Disability Employment Awareness Month, November - American Indian Heritage Month, February - African-American Heritage Month, March - Women's History Month and Irish-American History Month and April - Celebrate Diversity Month.
- Complete Operational and Assessment plans for this academic year.

Activities Accomplished

- Exceeded diversity events goal (targeted: 6; achieved: 9).

Opportunities to Improve Assessment Plan Documentation

- Choose one focus area for each "Intended Outcome" (ex: Intended Outcome #1).
- Include only relevant information in "Intended Outcome" (ex: Intended Outcome #2).
- Ensure "Assessment Procedure (Tool)" is aligned with "Intended Outcome" and "Assessment Criteria (Target)" (ex: Intended Outcome #2).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcome #1).
- Recommend assessing items that lead to meaningful improvement (ex: Intended Outcome #3).

8F. FINANCIAL AID (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goals #1: Return To Title IV (R2T4) Assessments
- Operational Plan Goals #2: Return to Title IV (R2T4) Repayment
- Operational Plan Goals #3: Customer Service

Intended Outcomes

- Working collaboratively with Academics and Student Services, the HCTC Financial Aid Office will strive to reduce the number of students assessed R2T4 due to failing to complete any classes while receiving federal student aid. This measure is attainable with the use of NO SHOW and Safety Net activities.
- Work collaboratively with Academic and Student Services to reduce the amount of financial aid repayment due to R2T4.
- Promote a high level of student satisfaction with the services provided by the HCTC Financial Aid Office.

Activities Accomplished

- Exceeded targeted reduction in number of students assessed for R2T4 (targeted: 10%; achieved: 21.3%).
- Exceeded targeted reduction in funds returned to R2T4 (targeted: 10%; achieved: 19.7%).

Opportunities to Improve Assessment Plan Documentation

- N/A

IEPR Feedback

- Examples of well documented "Assessment Findings and Actions Taken" sections by attaching supporting documentation (ex: Intended Outcomes #1-3).

8G. REGISTRAR / RECORDS OFFICE (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Maintain Official Student Records

Intended Outcomes

- The Registrar's office will submit to the imaging company all official student records for those students whose last names begin with the letters A through C by May 31, 2013.
- To support the LSAR conversion process, the Registrar will serve on the KCTCS system-wide LSAR conversion committee that will identify and make recommendations for consistency of the record conversion process across all sixteen KCTCS colleges.
- The Records Office will provide knowledge base data related to HCTC student records by May 31, 2013.

Activities Accomplished

- Met the targeted LSAR conversion committee goal.

Opportunities to Improve Assessment Plan Documentation

- N/A

IEPR Feedback

- Examples of a well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1-3.

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8H. STUDENT LIFE (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Resolve all student appeals and Code of Conduct issues
- Operational Plan Goal #5: Supervision of Ready to Work and Work and Learn

Intended Outcomes

- Annual plan accepted by KCTCS Ready to Work Program.
- Annual plan accepted by KCTCS Work and Learn Program.
- Eighty percent of students attending orientation and responding to the Orientation Survey, Question 8, will mark "Yes" or "Somewhat" indicating that they have a better knowledge of the appeals process.

Activities Accomplished

- Met targeted acceptance of Ready to Work annual plan goal.
- Met targeted acceptance of Work and Learn annual plan goal.

Opportunities to Improve Assessment Plan Documentation

- "Intended Outcome" and "Assessment Criteria (Target)" should not be the same. (ex: Intended Outcome #3) (ex: Intended Outcome #3: should not contain the measurable criteria/target of 80%).
- Ensure "Intended Outcome", "Assessment Criteria (Target)", and "Assessment Procedure (Tool)" are aligned (ex: Intended Outcomes #1 and #2).

IEPR Feedback

- N/A

8H1. READY TO WORK (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: RTW Grant Compliance
- Operational Plan Goal #2: RTW Workstudy
- Operational Plan Goal #3: Increase RTW Participants' Success

Intended Outcomes

- The RTW program participants' overall GPA will exceed the HCTC overall institutional GPA per semester as required by the grantor (Kentucky Cabinet for Health and Family Services).
- 85 % of RTW students will express satisfaction (very satisfied and satisfied) with their workstudy experience.
- 85% of RTW participants requesting academic advising will express satisfaction "very satisfied and satisfied" with their advising experience.

Activities Accomplished

- Met targeted student grade point average goal.

Opportunities to Improve Assessment Plan Documentation

- "Intended Outcome" and "Assessment Criteria (Target)" should not be the same. (ex: Intended Outcomes #2 and #3) (ex: Intended Outcome #2: should not contain the measurable criteria/target of 85%).
- Include both semesters' survey results when measuring each semester's results (ex: Intended Outcomes #2 and #3).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcome #1).
- Example of a well documented "Assessment Findings and Actions Taken" section by attaching supporting documentation is Intended Outcome #1.

8H2. WORK & LEARN (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Maintain Compliance with Grant Guidelines
- Operational Plan Goal #2: Workstudy and Human Resources Process
- Operational Plan Goal #3: Academic Success, Career Exploration, and College Readiness

Intended Outcomes

- The Work and Learn program will meet grant requirements that 80% of students will meet the work requirement.
- 80% of Work and Learn participants that respond to the evaluation survey question # will be "satisfied" or "very satisfied" with their workstudy experience.
- 80% of survey respondents to question # will be "satisfied" or "very satisfied" with their college preparation experience.

Activities Accomplished

- Exceeded targeted mandated work requirement goal (targeted 80%; achieved 97%).

Opportunities to Improve Assessment Plan Documentation

- "Intended Outcome" and "Assessment Criteria (Target)" should not be the same. (ex: Intended Outcomes #2 and #3) (ex: Intended Outcome #2: should not contain the measurable criteria/target of 80%).

IEPR Feedback

- Coordinate with Institutional Research to develop any necessary surveys at the beginning of the assessment period.

8I. STUDENT SUPPORT SERVICES (STUDENT SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: SSS Grant Compliance
- Operational Plan Goal #3: SSS Participants in “Good Academic Standing”
- Operational Plan Goal #4: SSS Participant Graduation Rate
- Operational Plan Goal #5: SSS Participant Transfer Rate

Intended Outcomes

- Student Support Services staff will complete the program requirement of the Federal Department of Education requiring the submission of the Annual Performance Report.
- Student Support Services advisors will provide a positive advising experience.
- Student Support Services will assist participants in order to get a degree or certificate at a higher rate than the previous year (2011/2012) by 2%.

Activities Accomplished

- Met targeted Annual Performance Report submission goal.

Opportunities to Improve Assessment Plan Documentation

- Include both semesters’ survey results when measuring each semester’s results (ex: Intended Outcome #2).
- Identify the survey question number that is being assessed in “Assessment Procedure (Tool)” (ex: Intended Outcome #2).
- Ensure that “Intended Outcome” does not include quantifiable information (ex: Intended Outcome #3).

IEPR Feedback

- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items (ex: Intended Outcome #1).
- Ensure spelling and grammar are correct (ex: Intended Outcome #2).

9. TECHNOLOGY SOLUTIONS

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Provide PC Workstations and Peripherals
- Operational Plan Goal #2: Provide State-of-the-Art Technologies
- Operational Plan Goal #3: Provide Training
- Operational Plan Goal #5: Increase Technology Awareness

Intended Outcomes

- Employee workstations review as to age. Five year maximum limit.
- Classrooms will be added to smart classroom status.
- Students will be surveyed to determine if department provides resources that meets their needs.
- Integration of technology in the classroom.
- Provide training session for employees during tech Fridays.

Activities Accomplished

- Met targeted employee workstation review goal.
- Exceeded targeted number of smart classroom conversions goal (targeted: 5; achieved: 8).
- Exceeded targeted student satisfaction goal (targeted: 80%; achieved: 93.6%).
- Exceeded targeted employee satisfaction goal (targeted: 80%; achieved: 94%).

Opportunities to Improve Assessment Plan Documentation

- Do not include extraneous information in “Assessment Findings and Action Taken” (ex: Intended Outcome #1).
- Ensure “Assessment Findings and Actions Taken” adequately address “Assessment Criteria (Target)” (ex: Intended Outcome #3; results only identified survey question #4 and not survey question #6).
- Identify the survey question number that is being assessed in “Assessment Procedure (Tool)” (ex: Intended Outcomes #4 and #5; survey question #5).
- Ensure “Assessment Criteria (Target)” and “Assessment Findings and Action Taken” are aligned with the “Intended Outcome” (ex: Intended Outcome #5).

IEPR Feedback

- Ensure spelling and grammar are correct (ex: Intended Outcome #1).