

Hazard Community and Technical College
2013-2014 ANNUAL ASSESSMENT IMPACT REPORT

1. ACADEMIC SERVICES UNIT

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Provide developmental curricula and courses that prepare students for collegiate-level studies.
- Operational Plan Goal #2: Provide liberal arts/ general studies programming suitable for transfer to baccalaureate degrees.
- Operational Plan Goal #3: Provide technical and/or workforce training that meets employer/employment needs and fosters economic development.
- Operational Plan Goal #4: Provide continuing education opportunities that promote personal enrichment and/or improve lifelong learning skills.
- Operational Plan Goal #5: Provide an array of high quality distance learning opportunities for students who are unable to attend traditional classes and/or prefer the DL modality.
- Operational Plan Goal #6: Provide student-centered academic support services (including Library Services, Transfer Services, and Academic Advising) that promote student learning, access, and success.

Intended Outcomes

- The Academic Services unit will increase the number of HCTC students enrolled in HCTC online courses.
- The Academic Services unit (in conjunction with Student Services) will develop an initiative to increase enrollments at the Knott County Branch.
- The Academic Services unit will seek additional UCM partners/degrees.

Activities Accomplished

- Exceeded targeted additional UCM partners/degrees (targeted goal: two partners and/or program opportunities; achieved: three partners and/or program opportunities).

Opportunities to Improve Assessment Plan Documentation

- Include only relevant information is reported in the Assessment Findings section (ex: Intended Outcomes #1 and 3).
- Describe clearly whether the findings met the intended outcome (ex: Intended Outcome #1).
- Choose one focus area for each Assessment Criteria (Target) (ex: Intended Outcome #2).
- Upload supporting documentation for Assessment Findings (ex: Intended Outcome #2).

IEPR Feedback

- Not applicable.

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1A. DISTANCE LEARNING (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Increase Access to DL Courses.
- Operational Plan Goal #2: DL Personnel, Collaboration, and Resources.
- Operational Plan Goal #4: DL Training and Support.

Intended Outcomes

- The DL unit will implement strategies/process for targeting reverse enrollment of HCTC students enrolled in non-HCTC online courses for the next term.
- The DL unit will update the Distance Learning Faculty Certification Training to reflect more applicable hands-on course design and delivery.
- The DL unit will support faculty members teaching online through a weekly blog entry that provides training resources, tools, and information.
- The DL unit will identify areas of training and support for online students. (Relates to CSSEE Question #9b Providing the support students need to succeed).
- HCTC online students will be made aware of transfer opportunities (Relates to FoE #3 Promote transfer to online students).

Activities Accomplished

- Implemented strategies/process for targeting reverse enrollment of HCTC students enrolled in non-HCTC online courses for the next term.
- Updated the Faculty Certification Training and exceeded 50% of faculty will complete the training goal (targeted goal: 50%; achieved 60%).
- Administered survey to assess usefulness of DL Tip of the Week/HCTC Blog.
- Developed list of student issues.

Opportunities to Improve Assessment Plan Documentation

- Upload the process guide outline as supporting documentation in Assessment Findings (ex: Intended Outcome #1).
- Choose one focus area for each intended outcome (ex: Intended Outcome #2).
- Ensure only relevant information is reported and is aligned with intended outcome and findings (ex: Intended Outcomes #2 and 3).
- Ensure intended outcome and assessment criteria (target) are aligned (ex: Intended Outcome #3).
- Upload survey instrument in Assessment Procedure (Tool) and identify survey item assessed (ex: Intended Outcome #3).
- Ensure Assessment Criteria (Target) is specific, measurable, attainable, relevant and time-bound (SMART) (ex: Intended Outcome #3).
- Begin intended outcome with "The unit will..." (ex: Intended Outcome #5).

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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.

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1B. 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 #3: Workforce training to meet employer/employment needs.
- Operational Plan Goal #4: Proficiency in student learning outcomes that are applicable to the specific credential.

Intended Outcomes

- The division December 2012 and May 2013 program graduates (testing in 2013) will meet or exceed 85% pass rate on first attempt on the licensure/registry/certification exam for the program.
- 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 2013.
- Eighty percent of the division programs will meet 80% of their program outcome benchmarks as listed in the Program Review Document for 2012- 2013.

Activities Accomplished

- All programs except the Surgical Technology Program exceeded the 80% benchmark for AAS graduation requirements.
- Exceeded targeted program review outcome benchmark goal (targeted goal: 80% of programs will meet 80% of program benchmarks; achieved: 85%).

Opportunities to Improve Assessment Plan Documentation

- Begin intended outcome with "The unit will..." to ensure the intended outcome is within the unit or sub-unit's control (ex: Intended Outcomes #1, 2, and 3).
 - Suggested Intended Outcome #1 based upon quality assurance checklist items: The unit will assist program students in preparation for licensure/certification examinations.
 - Suggested Intended Outcome #2 based upon quality assurance checklist items: The unit will monitor the program student records to validate AAS degree requirements are completed.
- Include actual number of students when reporting 100% (ex: Intended Outcome #2).
- Recommend assessing items that lead to meaningful improvement (ex: Intended Outcome #3).

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IEPR Feedback

- Examples of well written assessment outcomes with well aligned Assessment Criteria (Target), Assessment Procedure (Tool), and Assessment Findings are Intended Outcomes #1, 2 and 3.

1C. 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.

Intended Outcomes

- The COT division will increase the number of online BW courses certified through the quality assurance process for the 2013-2014 academic year.
- COT division faculty will assess a course competency in their 2013-2014 course assessment.
- The COT division will increase student enrollments in HCTC COT online courses for 2013-2014 academic year.
- The COT division will implement strategies to address Academic Challenge (CCSSE item 5c Synthesizing and organizing ideas, information or experiences in new ways.)

Activities Accomplished

- Completed course certifications for at least two courses per each division faculty member.

Opportunities to Improve Assessment Plan Documentation

- Include actual number of faculty when reporting 100% (ex: Intended Outcome #1).
- Recommend assessing items that lead to meaningful improvement (ex: Intended Outcome #2).
- Upload course assessment supporting documentation in Assessment Findings section (ex: Intended Outcome #2).
- Do not include "and/or" in assessment criteria (ex: Intended Outcome #3).
- Ensure Assessment Criteria (Target) is aligned with Assessment Findings (ex: Intended Outcomes #3 and 4).
- Ensure only relevant information is reported and aligned with intended outcome and assessment findings (ex: Intended Outcomes #3 and 4).

IEPR Feedback

- Example of a well written assessment outcome with well aligned Assessment Criteria (Target), Assessment Procedure (Tool), and Assessment Findings is Intended Outcome #1.
- Ensure spelling and grammar are correct (ex: Intended Outcome #2).

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1D. 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 #4: Provide liberal arts programming suitable for transfer to baccalaureate degrees.

Intended Outcomes

- The Heritage, Humanities, and Fine Arts division will offer developmental English and Reading courses for students.
- Division faculty will seek to improve student retention as it relates to grades in English courses through the implementation of teaching strategies. (CCSSE 4i Discuss grades or assignments with an instructor.)
- Division faculty will participate in professional development activities.

Activities Accomplished

- Exceeded targeted ENC 90/91 and RDG 20/30 course section offerings (targeted goal: seven sections of ENC 90/91 and five RDG 20/30; achieved: 11 ENC 90/91 sections and six RDG 20/30).
- Division faculty participated in targeted professional development activities.

Opportunities to Improve Assessment Plan Documentation

- Ensure the Assessment Criteria (Target) includes a timeframe for the data (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 #1).
- Example of a well written assessment outcome with well aligned Assessment Criteria (Target), Assessment Procedure (Tool), and Assessment Findings is Intended Outcome #2.

1E. DIVISION, OCCUPATIONAL TECHNOLOGIES (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: The unit will offer technical training that meets employer/employment needs and fosters economic development.
- Operational Plan Goal #2: The unit will remain technologically current through the purchase of state-of-the-art equipment.
- Operational Plan Goal #3: The unit will ensure that students earning any credential - degree, diploma, or certificate - can demonstrate proficiency in student learning outcomes that are applicable to the specific credential.

Intended Outcomes

- The unit will provide technical training for the air conditioning technology program that meets employer/employment needs and fosters economic development.
- The unit will enhance occupational technical programs by purchasing new technical equipment or software for the Computer Aided Drafting and Design/Surveying (CADD) program as budget allows.
- The unit will provide occupational technical training that meets industry standards by students in the Automotive Technology program. (Relates to CCSSE Question #9b Providing the support students need to succeed).
- The unit will promote transfer for occupational technical students.

Activities Accomplished

- Exceeded targeted employers' ratings of graduate skills in air conditioning technology (targeted goal: 75%; achieved: 83%, 100%, and 83%).
- Purchased new technical equipment or software for the CADD program.
- Exceeded targeted Automotive Standards of Excellence (ASE) pass rate (targeted goal: 60%; achieved: 75% and 67%).
- Promoted transfer for occupational technical students.

Opportunities to Improve Assessment Plan Documentation

- Ensure Intended Outcome and Assessment Criteria (Target) are aligned (ex: Intended Outcome #1).
- Upload survey instrument in Assessment Procedure (Tools) (ex: Intended Outcome #1).
- Identify survey item(s) being assessed in Assessment Criteria (Target) (ex: Intended Outcome #1).
- Ensure the Assessment Criteria (Target) includes a timeframe for the data (ex: Intended Outcome #3).
- Ensure spelling and grammar are correct (ex: Intended Outcome #4).

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IEPR Feedback

- Examples of well written assessment outcomes with well aligned Assessment Criteria (Target), Assessment Procedure (Tool), and Assessment Findings are Intended Outcomes #2 and 3.
- Spell out acronym at first usage (ex: Intended Outcome #3).

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

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Provide developmental math curricula and courses to prepare students for collegiate level studies.
- 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

- The Science and Math division will offer developmental math courses.
- The Science and Math division will have more faculty go through the certification process for teaching online.
- The Science and Math division will offer tutorials for PRAXIS exam for transfer students.
- The Science and Math faculty will improve student success in college level math classes.

Activities Accomplished

- Exceeded targeted developmental math section offerings (targeted goal: 50 sections in Fall 2013 and 40 sections in Spring 2014; achieved: 55 sections in Fall 2013 and 46 sections in Spring 2014).
- Exceeded targeted number of faculty go through the certification process for teaching online (targeted goal: three faculty members; achieved: five faculty members).
- Offered tutorials for PRAXIS exam for transfer students.

Opportunities to Improve Assessment Plan Documentation

- Recommend assessing items that lead to meaningful improvement (ex: Intended Outcome #1).
- Ensure Intended Outcome and Assessment Criteria (Target) are aligned (ex: Intended Outcome #4).

IEPR Feedback

- Examples of well written assessment outcomes with aligned Assessment Criteria (Target), Assessment Procedure (Tool), and Assessment Findings are Intended Outcomes #2 and 3.

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1G. LIBRARY SERVICES (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: To develop the collection and resources of HCTC Libraries.
- Operational Plan Goal #2: To provide library services to HCTC faculty, staff and students.
- Operational Plan Goal #3: Provide instruction.

Intended Outcomes

- Collection Development Fine Arts: Library staff will review collection of resources in the area of fine arts.
- Collection Development Preservation: Library will review preservation of Lees College Campus archives.
- Services Inter-library Loan: Library will use an online form to review interlibrary loan requests for HCTC students, faculty and staff (CCSSE 9b Providing the support students need to succeed)
- Services Workshop Instruction: HCTC Libraries will provide a practice Praxis test for students.

Activities Accomplished

- Conducted AFA resources collection review and exceeded targeted expenditures for AFA program resources (targeted goal: \$1,000.00; achieved: \$2,110.20).
- Conducted preservation review of Lees College Campus archives and exceeded targeted expenditures for preservation (targeted goal: \$1,000.00; achieved: \$1,324.36).

Opportunities to Improve Assessment Plan Documentation

- Ensure Intended Outcome and Assessment Criteria (Target) are aligned (ex: Intended Outcomes #1 and 2).
- Ensure Intended Outcome and Assessment Criteria (Target) are aligned with Assessment Findings (ex: Intended Outcome #4).

IEPR Feedback

- Not applicable.

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

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Continue to increase the number of post-secondary students and degrees attained within the region by facilitating the provision of high quality academic programs based on regional needs assessment compiled by partners, regional/state workforce development organizations and/or UCM Program Needs Survey.
- Operational Plan Goal #2: Provide student services that reflect streamlined processes and an efficient use of resources that circumvent regional and institutional barriers and provide student success in academic programs.

Intended Outcomes

- The UCM unit will "[i]ncrease access to transfer check sheets and/or curriculum maps to expand college based knowledge" (FoE Implementation Plan Action Item #7).
- The UCM unit will support college FoE initiatives to "increase/enhance visibility of UCM and related transfer services through marketing and recruitment efforts" (FoE Implementation Plan Action Item #9).

Activities Accomplished

- Developed two check sheets or curriculum maps.
- Exceeded targeted UCM marketing and recruitment efforts (targeted goal: two marketing and recruitment events; achieved: four marketing and recruitment events).

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1 and 2.
- Ensure spelling and grammar are correct (ex: Intended Outcome #1).
- Recommend developing 3-5 assessment items (preferred).

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1I. WORKFORCE SOLUTIONS (ACADEMIC SERVICES)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #2: HCTC will recruit individuals who have received workforce training in the past for partial credit and enroll them as part-time to full-time credential-seeking students.
- Operational Plan Goal #5: Serve as a liaison between the college, business and industry, including small business and the community in order to foster economic growth and activity.
- Operational Plan Goal #6: HCTC Workforce Solutions will offer college and career transition services including Accelerating Opportunity, adult education, success coaching, and Work and Learn.

Intended Outcomes

- The workforce solutions unit will matriculate workforce transitions students as identified by the KCTCS workforce transitions student cohort during the 2013-2014 academic year ending June 30, 2014.
- The Workforce Solutions unit will enroll students in accelerating opportunities career pathway programs during the academic year 2013-2014. (Relates to CCSSE Question 9b Providing the Support Students Need to Succeed).
- The workforce solutions unit will collaborate with business and the community to promote workforce and economic development.
- Promote student transfer to workforce transitions student cohort. (Relates to FoE Question 12: Provide regular transfer advising communications.)

Activities Accomplished

- Exceeded targeted matriculation of workforce transition students (targeted goal: 29 students; achieved: 50).
- Exceeded targeted enrollment in accelerating opportunities pathways program (targeted goal: 30 students enrolled; achieved: 40 students enrolled).
- Exceeded targeted workforce and economic development events (targeted goal: five events; achieved: nine).
- Promoted student transfer to workforce transitions student cohort.

Opportunities to Improve Assessment Plan Documentation

- Spell out acronyms on first usage (ex: Intended Outcome #3).
- Begin each intended outcome with "The unit will..." (ex: Intended Outcome #4).
- Upload supporting documentation in Assessment Findings, if applicable (ex: Intended Outcome #4).

IEPR Feedback

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- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 2, 3.

2. BUSINESS SERVICES

Related Unit Operational Plan Goals

- Operational Plan Goal #3: Provide a convenient way for students to pay their bills.

Intended Outcomes

- Business Office will monitor unit budgets to ensure units maintain a positive balance budget.
- Business Office will provide accurate services in payroll processing.
- Business Services will participate in administering the Student Satisfaction with Student Services & Business Services Survey.

Activities Accomplished

- Achieved positive balance for fund 01 expense budgets.
- Provided accurate services in payroll processing.
- Exceeded targeted student satisfaction survey for convenient ways to pay the bill (targeted goal: 80%; achieved: 96.4%).

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 2, and 3).

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3. HUMAN RESOURCES

Related Unit Operational Plan Goals

- Operational Plan Goal #3: Professional Development for Employees.
- Operational Plan Goal #2: File Maintenance.
- Operational Plan Goal #12: Process Mapping of Human Resources Processes.

Intended Outcomes

- The Human Resources Department will ensure that every regular fulltime employee has a professional development goal listed on their annual Performance, Planning, Evaluation (PPE) form.
- The Human Resources Department will use the approved quality assurance plan when scanning personnel files.
- Human Resources staff will write and publish a Human Resources handbook.

Activities Accomplished

- Ensured 100% of full-time employees had a professional development goal on their Performance, Planning, Evaluation (PPE) form.
- Properly scanned and indexed 100% of personnel files.

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1 and 2.
- Ensure spelling and grammar are correct (ex: Intended Outcome #3).

4. 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.
- The Institutional Effectiveness, Planning, and Research (IEPR) unit will monitor the completion of operational plans in Compliance Assist! by the units/subunits.
- Institutional Effectiveness, Planning, and Research will update the HCTC Strategic Planning and Institutional Effectiveness Guide during 2013-2014.

Activities Accomplished

- Assigned Assessment Coach to 100% of units and sub-units.

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 2, and 3.

4A. ASSESSMENT & CONTINUOUS ENHANCEMENT (IEPR)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Continue facilitating a college-wide culture of assessment.
- Operational Plan Goal #4: Provide continuous review of assessment processes and make recommendations to each unit as needed.
- Operational Plan Goal #5: Offer assessment-related Professional Development activities for faculty and staff.

Intended Outcomes

- The Office of Assessment and Continuous Enhancement will conduct course assessment training sessions for full-time faculty on how to enter/complete a course assessment in Compliance Assist.
- The Office of Assessment and Continuous Enhancement will increase awareness of assessment and outcomes training availability.
- The Assessment and Continuous Enhancement Coordinator will earn strongly agree or agree customer satisfaction ratings for being approachable and willing to help faculty and staff customers.

Activities Accomplished

- Exceeded targeted course assessment training for full-time faculty (targeted goal: 15 course assessment trainings; achieved: 27 course assessment training).
- Exceeded targeted employee awareness that assessment and outcomes trainings are conducted and available (targeted goal: 85%; achieved: 95%).
- Exceeded targeted customer satisfaction rating for being approachable and willing to help (targeted goal: 90%; achieved: 97%).

Opportunities to Improve Assessment Plan Documentation

- Ensure the intended outcome states that the unit will administer [survey name] to measure a specific unit function or service (ex: Intended Outcomes #2 and 3).

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 2, 3.

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4B. GRANTS (IEPR)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: The grant writer will continue to collaborate with HCTC faculty and staff to cultivate relationships necessary for grant.
- Operational Plan Goal #2: Expand capacity for grants.
- Operational Plan Goal #3: The grant writer will enhance community partnership collaboration.

Intended Outcomes

- The grant writer will expand grant capacity through major grant submissions.
- The grant writer will create standard operating procedures for all the high level areas of the grants department.
- The grant writer will enhance internal faculty or staff collaboration with the grants department.
- The grant writer will enhance community partnership collaboration through relationship building activities.

Activities Accomplished

- Developed Grants high level standard operating procedures.
- Exceeded targeted number of employees to collaborate with on grants (targeted goal: five individuals; achieved: 13 individuals).
- Exceeded targeted participation in community partnership relationship building activities (targeted goal: participate in 25 community partnership relationship building activities; achieved: 44 community partnership relationship building activities).

Opportunities to Improve Assessment Plan Documentation

- Ensure spelling and grammar are correct (ex: Intended Outcome #2 “standand” vs. “standard”).

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 3, and 4.

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4C. INSTIUTIONAL RESEARCH (IEPR)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Institutional data will be appropriately managed.
- Operational Plan Goal #2: Institutional data/information will be appropriately distributed.

Intended Outcomes

- The Office of Institutional Research will administer the IR Data-Survey Request Employee Satisfaction Survey each fall and spring term.
- The Office of Institutional Research will review the current list of HCTC DSS Users against current personnel in Academic and Student Services to determine if any new DSS Users should be added.
- The Office of Institutional Research will enhance the DSS Hazard College Dashboard by reviewing Jefferson CTC's DSS College Dashboard reports made available to each KCTCS college to determine whether HCTC could benefit from using some of their reports.
- The Office of Institutional Research will invite HCTC DSS users to a DSS Hazard College Dashboard Professional Development session.

Activities Accomplished

- Exceeded targeted employee satisfaction response rate on survey (targeted goal: 75%; achieved: 97% in Fall 2013 and 100% in Spring 2014).
- Granted access to personnel in Academic and Student Services for the DSS Hazard College Dashboards.
- Reviewed Jefferson Community and Technical College's dashboards and enhanced DSS Hazard College Dashboards.
- Invited 100% of HCTC DSS users to a DSS Hazard College Dashboard Professional Development session.

Opportunities to Improve Assessment Plan Documentation

- Clearly define intended outcome (ex: Intended Outcome #3).

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 2, and 4.
- Spell out acronym at first usage (ex: Intended Outcomes #2, 3 and 4).

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8. PRESIDENT'S OFFICE

The President ultimately is responsible for the successful operation of HCTC, which includes the accomplishment of all HCTC goals and related KCTCS goals. Consequently, the President's Office does not develop individual Operational Plan or Assessment Plan items. However, each of the three sub-units in the President's Office develop an Operational Plan and Assessment Plan.

1. Advance Excellence and Innovation in Teaching, Learning, and Service.
2. Increase Student Access, Transfer, and Success.
3. Cultivate Diversity, Multiculturalism, and Inclusion.
4. Enhance the Economic and Workforce Development of the Commonwealth.
5. Enhance College and Community Leadership.
6. Promote the Recognition and Value of HCTC.

7B. Biennial College Initiative 2012-2014: HCTC will enhance Knott County Branch and Leslie County Center offerings available to students.

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8A. DEVELOPMENT (PRESIDENT'S OFFICE)

Related Unit Operational Plan Goals

- Operational Plan Goal #1: The Development Office will coordinate fundraising activities.
- Operational Plan Goal #4: The Development Office will plan and implement an annual giving program at HCTC.

Intended Outcomes

- The Development Office will implement an Annual Giving Campaign for the Hazard Independent College Foundation Board of Directors.
- The Development Office will develop a strategy for implementation of an HCTC Alumni Association.
- The Development Office will implement an Annual Giving Campaign for the Community at Large.

Activities Accomplished

- Exceeded targeted percentage of Board of Directors members that contributed to the Annual Giving Campaign (targeted goal: 70%; achieved: 74%).
- Developed inaugural Alumni Newsletter.
- Exceeded targeted number of donors that participated in the Kentucky Gives Day (targeted goal: 50 donors; achieved: 74 donors).

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 2, and 3.

8B. MAINTENANCE & OPERATIONS (PRESIDENT'S OFFICE)

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Operating and maintaining buildings, grounds, and utilities in a clean, safe, and responsible manner.
- Operational Plan Goal #2: Enhance the overall knowledge of employees by providing advanced training.

Intended Outcomes

- The Maintenance and Operations (M&O) Director will improve the working knowledge of the campus physical plant for M&O personnel through training and shared knowledge.
- Maintenance and Operations (M&O) will provide a safer learning and work environment by developing a survey (map) of all exterior lighting, to include the perimeter, interior grounds, and building lighting.

Activities Accomplished

- Developed Hazard campus exterior lighting map.

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1 and 2.
- Develop 3-5 assessment items (preferred).

8C. SAFETY, AUXILIARY, FACILITIES, & EVENING SUPERVISION PROGRAMS (PRESIDENT'S OFFICE)

Related Unit Operational Plan Goals

- Operational Plan Goal #1: The Safety, Auxiliary, Facilities, & Evening Supervision Programs (SAFE) unit will increase management efficiency and effectiveness in Food Services, Facility Rentals, and Performing Arts.

Intended Outcomes

- The Safety, Auxiliary, Facilities, & Evening Supervision Programs (SAFE) will finalize the *HCTC Facilities and Food Service Business Plan (draft) May 2013*.
- The Safety, Auxiliary, Facilities, & Evening Supervision Programs (SAFE) unit will recruit new wedding events.

Activities Accomplished

- Not applicable.

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Develop 3-5 assessment items (preferred).
- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1 and 2.

9. STUDENT AFFAIRS

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Maintain a strong, positive working relationship with secondary education institutions, adult, Area Technology Centers, and workforce providers in HCTC's service area and postsecondary institutions statewide to facilitate student enrollment, completion, transfer, and employment.
- Operational Plan Goal #2: To provide student support services that facilitate a completion agenda (persistence, retention, graduation, transfer, and employment).
- Operational Plan Goal #3: Provide orientation programming/student success programming to aid students in their transition to HCTC and enhance the ability of all students for personal, educational, and career success.
- Operational Plan Goal #4: Provide financial aid assistance to students to promote college affordability, retention and graduation, along with financial aid literacy to ensure student loan debt does not jeopardize their long term financial health.
- Operational Plan Goal #6: Facilitate student graduation and transition to work and/or transfer.
- Operational Plan Goal #7: To continuously promote the professional development of all Student Affairs personnel.

Intended Outcomes

- Student Affairs will promote the completion agenda with an emphasis on targeted student populations.
- Student Affairs will promote Student Affairs efficiency through the development of a cross training plan.

Activities Accomplished

- Promoted completion agenda.
- Developed a planning matrix for cross training.

Opportunities to Improve Assessment Plan Documentation

- Supporting documentation should be more specific (ex: Intended Outcome #1).
- Ensure grammar and spelling are correct (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 2.
- Develop 3-5 assessment items (preferred).

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9A. ADMISSIONS (STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Recruit college level students to enroll at HCTC!
- Operational Plan Goal #2: Recruit high school students into our dual credit program.
- Operational Plan Goal #3: Provide quality customer service to both prospective and current students.

Intended Outcomes

- The Office of Admissions will maintain a scheduled presence in our target high schools to discuss college going topics with students, parents and counselors.
- The Office of Admissions will provide the HCTC Student Information Guide to high school seniors in our service area (CCSSE 9b: Providing the support students need to succeed).
- The Office of Admissions will tour all students through the University Center of the Mountains as part of their HCTC tour (FoE 9: Increase/enhance visibility of UCM and related transfer services).

Activities Accomplished

- Exceeded targeted HCTC High School Presence Survey satisfaction with pertinent information related to attending college (targeted goal: 90%; achieved: 96%).
- 100% of students on HCTC tours visited the University Center of the Mountains (UCM).

Opportunities to Improve Assessment Plan Documentation

- Ensure the intended outcome states that the unit will administer [survey name] to measure a specific unit function or service (ex: Intended Outcome #1).
- Upload supporting documentation in Assessment Findings instead of the Assessment Criteria (Target) section (ex: Intended Outcome #3).

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcome #2, 3, and 4.

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9B. CHALLENGER CENTER (STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: 6000 elementary and middle school aged students will participate in programs offered by the Challenger Learning Center of KY. 4000 of these students will visit the HCTC campus, many for the first time.
- Operational Plan Goal #2: Conduct a diverse fundraising/funding strategy to continue Challenger operations.

Intended Outcomes

- The Challenger Learning Center will track the number of participants that compete in the 2013 FIRST LEGO League Regional Qualifying tournament held on the campus of Hazard Community & Technical College.
- The Challenger Learning Center will develop curriculum for at least 3 new Summer Enrichment Programs.
- The Challenger Learning Center will seek grant dollars to improve Center operations.

Activities Accomplished

- Achieved 14 teams and over 100 students in 2013 FIRST LEGO League Regional Qualifying tournament.
- Exceeded new curriculum Summer Enrichment Programs (targeted goal: three new programs; achieved: nine new programs).
- Exceeded targeted revenue goal for 2013-2014 (targeted goal: \$100,000.00; achieved: \$131,900.00).

Opportunities to Improve Assessment Plan Documentation

- Choose one focus area for each Assessment Criteria (Target) (ex: Intended Outcome #1).

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcome #2 and 3.

9C. FINANCIAL AID (STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #3: Use the Service Center Satisfaction Survey to gauge student's view of services offered.
- Operational Plan Goal #4: Scholarships.
- Operational Plan Goal #9: Loan default process.

Intended Outcomes

- The Financial Aid unit will administer the *HCTC Student Services and Business Services Student Satisfaction Survey*, in Spring 2014.
- The Financial Aid unit will develop an online scholarship application using a secure server to improve accuracy of applicant information.
- The Financial Aid unit will create a loan default management plan.

Activities Accomplished

- Exceeded targeted student satisfaction with overall quality of service (targeted goal: 75%; achieved: 86.5%).
- Developed an online scholarship application.
- Developed Loan Default Management Plan.

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1 and 3.
- Ensure spelling and grammar are correct (ex: Intended Outcome #2).

9D. REGISTRAR/RECORDS OFFICE (STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Maintain official student academic records in a secure environment.
- Operational Plan Goal #3: Evaluate transfer and other credit.

Intended Outcomes

- The Registrar's office will submit to the imaging company all official student records for document imaging by August 31, 2013.
- In support of the 24/7/365 call center, the Registrar's office will compile information to create an initial knowledge base related to HCTC student records by May 31, 2014.
- The Registrar's office will develop a process to ensure transfer credit has been evaluated before transfer students meet with advisors for advising and registration.

Activities Accomplished

- Submitted all official student records to the imaging company by August 31, 2013.
- Created student records student knowledge base for 24/7/365 call center.
- Developed process to ensure transfer credit has been evaluated before transfer students meet with advisors.

Opportunities to Improve Assessment Plan Documentation

- Ensure Assessment Criteria (Target) is specific, measurable, attainable, relevant, and time-bound (SMART) (ex: Intended Outcome #2).

IEPR Feedback

- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #1.
- Upload supporting documentation for Assessment Findings (ex: Intended Outcome #2).

9E. STUDENT LIFE (STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Resolve all student appeals and Code of Conduct issues in a timely and efficient manner.
- Operational Plan Goal #2: Involvement in student orientations at all campus sites.
- Operational Plan Goal #4: I will serve as the Chair for the HCTC Crisis Management Team.

Intended Outcomes

- The unit will facilitate two professional development opportunities related to safety and security.
- The unit will administer *Student Satisfaction with Orientation Survey* during orientation sessions so that students will have the opportunity to better understand the student Code of Conduct.
- The unit will select qualified students for positions on the Judicial Board and College Appeals Board.

Activities Accomplished

- Facilitated two safety related professional development opportunities.
- Exceeded *Student Satisfaction with Orientation Survey* for increased understanding of the Student Code of Conduct (targeted goal: 80%; achieved: 97% in Fall 2013 and 100% in Spring 2014).

Opportunities to Improve Assessment Plan Documentation

- Upload supporting documentation for Assessment Findings (ex: Intended Outcome #1).
- Recommend assessing items that lead to meaningful improvement (ex: Intended Outcome #3).

IEPR Feedback

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

9F. STUDENT SERVICES (STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Personnel in the Student Services unit will provide academic support services and activities to enhance students' class experiences.
- Operational Plan Goal #2: Personnel in the Student Services unit will provide non-academic support services and activities to enhance students' class experiences.
- Operational Plan Goal #3: Student Services personnel in the Student Resource Center, Student Support Services, and Ready to Work units will provide academic advising for students.
- Operational Plan Goal #5: The Dean of Student Services will oversee the operations of the Student Resource Center, Disability Services, Student Support Services, and Ready to Work.

Intended Outcomes

- The Student Services unit will have a plan in place by June 1, 2014, to ensure advising coverage for continuing students registering during Summer 2014 (CCSSE 13a: Academic Advising/Planning).
- The Student Services unit will administer the *HCTC Student Services and Business Services Student Satisfaction* Survey in Spring 2014 to evaluate student familiarity with the Student Resource Center (SRC) (CCSSE 9b: Providing the Support Students Need to Succeed).
- The Student Services unit will administer the *HCTC Student Services and Business Services Student Satisfaction* Survey in Spring 2014 to evaluate whether first-year students feel testing services are satisfactory (CCSSE 9b: Providing the Support Students Need to Succeed).

Activities Accomplished

- Implemented plan by June 1, 2014 to ensure advising coverage for Summer 2014.
- Exceeded targeted student satisfaction with testing services (targeted goal: 80%; achieved 96.2%).

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcome #1, 2, and 3.

9F1. DISABILITY SERVICES (STUDENT SERVICES - STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Ensure students with disabilities receive reasonable accommodations.

Intended Outcomes

- The Disability Services unit will take all reasonable steps to accommodate special needs of students as requested on the Student Accommodation Request Form (Relates to CCSSE item 9b- Providing the support students need to succeed).
- The Disability unit will achieve a satisfaction rating on the Disability Services survey for the services during Fall 2013 and Spring 2014.

Activities Accomplished

- Met all requests for reasonable accommodations.
- Exceeded targeted student satisfaction with Disability Services prompt response rate (targeted goal: 85%; achieved: 100% in Fall 2013 and Spring 2014).

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcome #1 and 2.

9F2. READY-TO-WORK (STUDENT SERVICES - STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: Maintain compliance with Kentucky Cabinet for Health and Family Services grant requirements and KCTCS guidelines for grants-in-progress.
- Operational Plan Goal #2: Provide workstudy experience for eligible Ready to Work (RTW) participants.
- Operational Plan Goal #3: Increase RTW participant's probability of success at HCTC.

Intended Outcomes

- The Ready to Work unit will provide strategies to Ready to Work participants' to help maintain an overall GPA to exceed the HCTC overall GPA per semester as required by the grantor (Kentucky Cabinet for Health and Family Services). (Relates to CCSSE item 9b. Providing the support students needs to succeed).
- The Ready to Work (RTW) unit will administer a survey to measure RTW student satisfaction with their work study experience.
- The Ready to Work (RTW) unit will administer a survey to measure satisfaction with the availability of the RTW staff.

Activities Accomplished

- Exceeded HCTC overall GPA (targeted goal: .15; achieved .19 in Fall 2013; .32 in Spring 2014).
- Exceeded student satisfaction with workstudy experience (targeted goal: 85%; achieved 98% in Fall 2013, 100% in Spring 2014).
- Exceeded student satisfaction with Ready to Work staff availability (targeted goal: 85%; achieved 98% in Fall 2013, 100% in Spring 2014).

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Ensure grammar and spelling are correct (ex. Intended Outcome # 1)
- Examples of well written assessment outcomes meeting all assessment plan quality assurance checklist items are Intended Outcomes #1, 2 and 3.

9F3. STUDENT RESOURCE CENTER (STUDENT SERVICES - STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #1: The Student Resource Center, created in the summer of 2013, will serve as a hub for student access to the following services to foster academic success and retention: testing, tutoring, disability, diversity, and academic advising (new students and students who have not decided on a career major). The center will also serve as a central location students who receive support from the Ready to Work and Student Support Services Program at HCTC.
- Operational Plan Goal #2: Continuing our partnership with community educational members, HCTC testing services will, starting January 2014, be hosting GED testing services for the Perry County Adult Basic Education service area.
- Operational Plan Goal #3: A blackboard based tutor training will be created and piloted during the 2013-2014 academic year.

Intended Outcomes

- Students entering in Fall 2013 with an undecided major who receive career counseling will be retained at a higher rate than their peers who entered in Fall 2013 with a declared major.
- The Hazard Testing Center will administer a satisfaction survey to Adult Basic Education students who come to the Hazard Campus to complete the new Pearson Vue online GED test.
- The Student Resource Center will create tutor training modules.

Activities Accomplished

- Exceeded tutor training module creation (targeted goal: 12; achieved 13).

Opportunities to Improve Assessment Plan Documentation

- Begin intended outcome with “the unit will ...” (ex: Intended Outcome #1).

IEPR Feedback

- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #2.
- Ensure grammar and spelling are correct (ex: Intended Outcome #3).

9F4. STUDENT SUPPORT SERVICES (STUDENT SERVICES - STUDENT AFFAIRS)

Related Sub-Unit Operational Plan Goals

- Operational Plan Goal #4: Number of SSS participants graduating with a degree or certificate will be greater than institutional average.
- Operational Plan Goal #5: Number of SSS participants transferring with a degree or certificate will be greater than institutional average.

Intended Outcomes

- SSS will improve the graduation rate of the SSS participants through proper advising, midterm reports and counseling.
- The SSS department will increase the number of SSS participants attending SSS presented workshops.

Activities Accomplished

- Exceeded targeted Student Support Services (SSS) participant graduation rate (targeted goal: 2% increase; achieved: 11% increase).
- Exceeded targeted SSS workshop participation increase (targeted goal: 20% increase; achieved: 63% increase).

Opportunities to Improve Assessment Plan Documentation

- Not applicable.

IEPR Feedback

- Spell out acronyms on first usage (ex: Intended Outcome #1).
- Recommend developing 3-5 assessment items (preferred).
- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #2.

10. TECHNOLOGY SOLUTIONS

Related Unit Operational Plan Goals

- Operational Plan Goal #1: Provide PC workstations and peripherals, for students, faculty, staff, and administration that will enable them to run state of the art software to process information necessary to complete their goals.
- Operational Plan Goal #2: Provide state-of-the-art technologies to permit students, faculty, staff, and administration to access local area network, internet, distance learning classrooms, and wireless capabilities.
- Operational Plan Goal #3: Provide students, faculty, staff, and administration with the level of training to enable them to use Microsoft applications software, electronic mail, Internet software or any other specialized software that might be identified as necessary to accomplish institutional objectives.

Intended Outcomes

- Technology Solutions will review 100% of employee workstations.
- Technology Solutions will review 100% of student lab workstations.
- Technology Solutions will administer the Technology Solutions Employee Satisfaction with Technology Survey.
- Technology Solutions will administer the Technology Solutions Student Satisfaction with Technology Survey.

Activities Accomplished

- Reviewed 100% of employee workstations.
- Reviewed 100% of student lab workstations.
- Exceeded targeted Technology Solutions Student Satisfaction with Technology Survey satisfaction with Tech Solutions professional development days (targeted goal: 80%; achieved: 84.4%).
- Exceeded targeted Technology Solutions Student Satisfaction with Technology Survey satisfaction with computer lab (targeted goal: 80%; achieved: 84.3%).

Opportunities to Improve Assessment Plan Documentation

- Ensure Intended Outcome, Assessment Criteria (Target), and Assessment Findings are aligned (ex: Intended Outcomes #1 and 2).
- Upload supporting documentation for Assessment Findings (ex: Intended Outcomes #1 and 2).

IEPR Feedback

- Spell out acronym at first usage (ex: Intended Outcome #1).
- Example of a well written assessment outcome meeting all assessment plan quality assurance checklist items is Intended Outcome #3.

CONTINUING 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).

IEPR OBSERVATIONS AND PLANS FOR IMPROVEMENT

Overall, the quality of assessment plans completed during the 2013-2014 academic year was greatly improved, due in part to the efforts of the new process that assigned IEPR Assessment Coaches to each individual unit and sub-unit. Although the Assessment Plan Quality Assurance Checklist and Feedback Form were originally developed in 2012-2013, it was used extensively by IEPR Assessment Coaches during meetings with individual unit and sub-unit leaders in 2013-2014. Assessment Coaches also used the 2012 CCSSE Task Team Recommendation Matrix and the Foundations of Excellence (FoE) Transfer Implementation Plan to encourage units and sub-units to incorporate CCSSE and FoE items within the individual assessment plans.

During the 2014-2015 year, IEPR will develop and implement an Operational Plan and Assessment Plan Timeline to guide completion of the assessment plans. Additionally, an Assessment Plan Strategic Plan Roadmap will be implemented to ensure assessment of all unit and sub-unit operational plan goals over the course of the HCTC Strategic Planning Cycle. IEPR Assessment Coaches will use the Assessment Plan Strategic Roadmap when meeting with individual unit and sub-unit leaders.