

2022

Institutional Effectiveness Plan



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1/1/2022

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Office of Institutional Effectiveness

History and Philosophy

The Southern Association of Colleges and Schools Commission on Colleges, Inc. (SACSCOC) the body for accreditation of degree-granting higher education institutions in the Southern states, introduced a new emphasis to the process of institutional accreditation during the 1980's through the approval of Section III of the Criteria for Accreditation. This section represented an expansion of the process that emphasized the results of education and focused on the extent to which the institution used assessment information to reevaluate goals, make quality improvements, and plan for the future. In 1985, SACSCOC began using the term "institutional effectiveness" to mean "outcomes assessment." By the late 1990's, SACSCOC began a revision of the accreditation process emphasizing this concept of institutional effectiveness. SACSCOC bases its accreditation of degree-granting higher education institutions and entities on requirements published in the Principles of Accreditation: Foundation for Quality Enhancement. Today, institutional effectiveness is at the heart of the of the accreditation process. A core requirement and several other standards now focus on assessment, evaluation and the use of results for institutional and program improvement.

Institutional Effectiveness at Montgomery Community College

Institutional Effectiveness (IE) at Montgomery Community College (MCC) is an integral part of the college's quest for continuous quality improvement in its academic programs, academic support services, and operational functions. MCC is committed to the IE philosophy guided by the Planning Council.

The Planning Council

The mission of the Planning Council is to facilitate, review, monitor and support institutional research, planning and assessment processes in collaboration with faculty and staff in all academic, academic support, and operational areas to advance the MCC mission. The Planning Council's mission ensures that MCC engages in ongoing, systematic and institution-wide evidence-based planning and evaluation activities that result in continuous quality improvements and mission accomplishment.

IE Mission Statement

The Office of Institutional Effectiveness (IE) at Montgomery Community College (MCC) advances the strategic goals of MCC through data-informed decisions, strategic planning, assessment and reporting to foster continuous improvement throughout the college.

IE Structure

At MCC, IE is a broad-based, ongoing, integrated system of planning, evaluation and evidence-based decision-making structured to advance the strategic goals of MCC through data-informed decisions, strategic planning, assessment and reporting to foster continuous improvement throughout the college. Specifically, MCC uses the IE process to assess whether programs and services are doing what they say they are doing and how well they are doing this in meeting the needs of the College's stakeholders and our community. Additionally, the continual evaluation of the College allows our administration to access opportunities for program improvement. This assessment process is based on developing expected outcomes that are measurable and used to implement quality interventions while fostering continuous improvement.

The critical importance of institutional effectiveness has led SACSCOC to establish principles that MCC addresses through the accreditation reaffirmation process. These principles include:

- 2.1:** The institution has a clearly defined, comprehensive, and published mission specific to the institution and appropriate for higher education. The mission addresses teaching and learning and, where appropriate, research and public service. *(Institutional Mission)*[CR]
- 5.4:** The institution employs and regularly evaluates administrative and academic officers with appropriate experience and qualifications to lead the institution. *(Qualified administrative/academic officers)*
- 6.3:** The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of faculty members, regardless of contract or tenure status. *(Faculty appointment and evaluation)*
- 7.1:** The institution engages in ongoing, comprehensive, and integrated research-based planning and evaluation processes that (a) focus on institutional quality and effectiveness and (b) incorporate a systematic review of institutional goals and outcomes consistent with its mission. *(Institutional Planning)*[CR]

7.2: The institution has a QEP that (a) has a topic identified through its ongoing, comprehensive planning and evaluation processes; (b) has broad-based support of institutional constituencies; (c) focuses on improving specific student learning outcomes and/or student success; (d) commits resources to initiate, implement, and complete the QEP; and (e) includes a plan to assess achievement. (*Quality Enhancement Plan*)

8.1: The institution identifies, evaluates, and publishes goals and outcomes for student achievement appropriate to the institution's mission, the nature of the students it serves, and the kinds of programs offered. The institution uses multiple measures to document student success. (*Student achievement*)[CR]

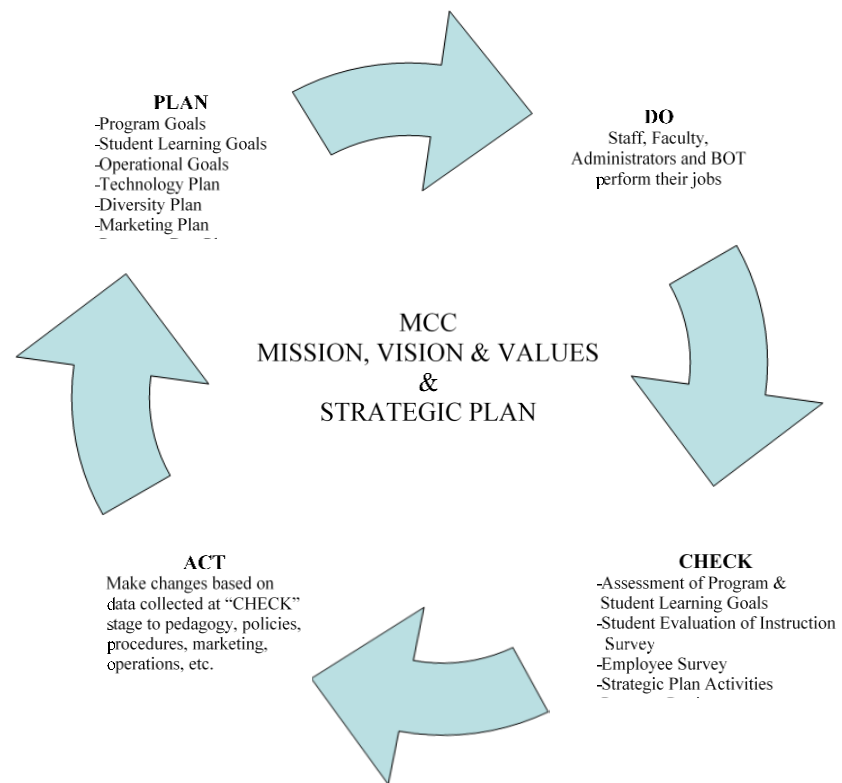
8.2: The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of seeking improvement based on analysis of the results in the areas below:

- a. Student learning outcomes for each of its educational programs. (*Student outcomes: educational programs*)
- b. Student learning outcomes for collegiate-level general education competencies of its undergraduate degree programs. (*Student outcomes: general education*)
- c. Academic and student services that support student success. (*Student outcomes: academic and student services*)

9.1: Educational programs (a) embody a coherent course of study, (b) are compatible with the stated mission and goals of the institution, and (c) are based on fields of study appropriate to higher education. (*Program Content*)[CR]

Source: *The Principles of Accreditation: Foundations for Quality Enhancement, Commission on Colleges of the Southern Association of Colleges and Schools, Sixth Edition: First Printing*

MCC Planning Model



MCC IE Policy

To maximize the College's research and assessment efforts, all College research and assessment projects which collect student, alumni, faculty and/or staff response will be coordinated through the Office of Institutional Effectiveness.

By providing leadership and guidance for planning, assessment, analysis, and reporting aligned to the mission of the College, IE serves as the official source of institutional data.

It is the intent of this policy to improve the quality of research conducted; the participation of our stakeholders in data collection efforts; and the methods of collection and assessment.

IE supports its mission and the strategic goals of the College through:

- Academic Program Reviews
- Annual assessment of student learning outcomes and administrative effectiveness
- Data-informed decision making
- Oversight of institutional information, assessment, and data resources
- Review of accreditation

IE focuses on fulfilling the following goals:

- Facilitating a campus-wide culture of data-informed decision making
- Providing data decision support to foster student success initiatives
- Fostering stewardship by taking ownership of the College's well-being

Evaluative Processes

MCC uses five processes to evaluate institutional effectiveness:

1. Annual review of the institution's Mission, Vision, Values, and Goals.
2. Annual review of the Strategic Plan and the strategic planning process, including the 5-year environmental scan and S.W.O.T. analysis.
3. Annual review of student learning, program and operational outcomes as an ongoing, comprehensive, integrated, systematic process. This process is documented for each program in the Outcomes Assessment Report (OAR).
4. Triennial review of the status and accomplishments of each College unit as guided by MCC Mission Statement. This review is documented in the Program Review Report.
5. Annual review of Operational Plans:
 - a. Business Continuity Plan—Updated
 - b. Diversity Plan
 - c. Facility Master Plan
 - d. Institutional Effectiveness Plan
 - e. Marketing Plan
 - f. Quality Enhancement Plan (QEP), if applicable.
 - g. Resource Development Plan
 - h. Technology Plan

The following represents an overview of the five evaluative processes:

1. Mission, Vision, Values and Goals – Mission statements reflect the direction of MCC, as well as the direction of each academic program, academic support service and operational service in the College. These statements are the foundation for planning and assessment and serve to identify the purpose, function and stakeholders of MCC as well as the individual programs it offers.

The vision statement aligns with the MCC mission and presents the ultimate aim of the College.

Value statements are driven by the MCC mission and reveal the most important attributes that exemplify the character and practices of the College.

Goal statements are general purposes statements that reveal a specific pathway by which the College addresses its mission.

Mission, vision, values, and goals are developed by MCC's administration in collaboration with faculty, staff, and community stakeholders and approved by the College's Board of Trustees.

2. Strategic Plan – Strategic planning involves the development of the College's goals that support MCC's mission, vision, and values. Goals are mission-directed, general-purpose statements that present specific achievements of the institution. A key component of this planning process is environmental scanning, or collecting information on the College's internal conditions and capabilities, as well as conditions in the external environment such as competitive and general contextual factors. Environmental scanning (a comprehensive compilation of stakeholder input) data is useful in determining the College's strengths and weaknesses and in calculating opportunities and threats in the organization's environment, (S.W.O.T. analysis). This information is vital to the analysis and evaluation of options for moving the College in the most desirable direction based on resources, (i.e. people, budget, structure, and technologies). The development of the Strategic Plan has broad-based input, is developed, reviewed and approved by the College's administration and the Board of Trustees.

3. Outcomes Assessment Report– A formal, comprehensive, ongoing and systematic process of outcomes assessment is conducted annually using the Outcomes Assessment Report (OAR) format by the College's academic programs, academic support services, and operational services. OARs document the assessment of student learning (including General Education), program and operational outcomes and the associated quality improvements. OARs provide each program's goals. For each goal, expected outcomes, relevant measures and results are presented. Finally, evidenced-based improvements are proposed and carried over to the next year's OARs as a means of closing the assessment loop.

Programs should include as many of their faculty and staff as possible for collaboration in the development of goals and outcomes and analysis of results and quality improvements. The Director of Institutional Effectiveness facilitates the OAR process with program and department heads for the purpose of improving College programs and services for students.

4. Program Review Report – The Program Review Report is completed at the conclusion of an academic year and presents accomplishments and an overall analysis of how a program or unit is performing. The Program Review is presented as a “state-of-the-program” report and provides a picture of the status of the program. Completed OARs are included in the Program Review as a supplemental document. Further, a section is provided for reporting anticipated needs for sustainability and program improvements.

5. Operational Plans – MCC maintains the following operational plans for the purpose of long-range planning, program implementation, assessment, and quality improvement:

A. Business Continuity Plan - a comprehensive, integrated method for operating the College in the event of a disruption, whether major or minor, affecting service delivery. The Business Continuity Plan is coordinated through the President's Office.

B. Diversity Plan – a comprehensive program that advances opportunities to create and maintain policies and programs that promote a diverse faculty, staff, administration and student body which reflect the diversity of our service area. The Diversity Plan is developed by the Diversity Committee.

C. Facility Master Plan – a comprehensive view of the physical and programmatic aspects of the College campus and facilities that describes efficiency and utilization of current structures, as well as identification of future needs. The Facilities Master Plan is coordinated through the Office of Institutional Effectiveness.

D. Institutional Effectiveness Plan – a comprehensive, integrated, systematic method for institutional research, planning and assessment processes in all areas of the College that advance continuous improvement, as well as the College mission. The Institutional Effectiveness Plan is coordinated by the Office of Institutional Effectiveness.

E. Marketing Plan - provides guidance for planning and executing strategies to create and maintain brand identity and to reach target markets. The Marketing Plan is developed by the Public Information Officer.

F. Quality Enhancement Plan (QEP) – a carefully designed and focused course of action that addresses a well-defined topic or issue(s) related to enhancing student learning. The QEP complements the College's ongoing, integrated, institution-wide planning and evaluation process. The QEP Plan is developed by the QEP Committee.

G. Resource Development Plan - provides guidance for planning and executing strategies to enable everyone to further his/her education. The Resource Development Plan provides information with regard to MCC's Foundation and grant goals. The Resource Development Plan is developed by the Foundation Executive Director, under the guidance of the MCC Foundation Board.

H. Technology Plan – a comprehensive, integrated method for the utilization of electronic medium in the delivery of instructional and instructional support services. The Plan supports the preparation of all students, faculty and staff with the knowledge and skills necessary for productive employment. It also addresses the infrastructure, equipment, software, hardware, security measures, usage policies, and staff training needed for effective use of technology. The Technology Plan is developed by the Information Technology Department.

General Education Competencies

In preserving the mission and goals of Montgomery Community College, a student who graduates from any Associate Degree program is afforded the opportunity to achieve competency in five (5) core concept areas which personify the foundation of knowledge and skills in general education. Core concepts which are *technological literacy, fundamental math, competence in reading, writing, and oral communication*. The College provides an annual report of the expected general education outcomes, their assessments, and when applicable, any plan to seek improvement by means of the *General Education Competencies Outcome Assessment Report*.

Mission Statement

Montgomery Community College provides life-long learning educational opportunities that prepare individuals for existing and emerging careers and personal growth.

Goals

In accomplishing our mission, we commit our resources to serving our community in the successful achievement of its educational goals through the implementation of these strategic college goals:

Goal 1: Develop and implement **instructional programs and student support services**, in traditional and distance learning formats, consistent with the assessed needs of the constituent groups in the College's service area and with state, regional, and national standards.

Goal 2: Provide **facilities, technologies**, and information services that enhance student learning.

Goal 3: Support businesses, industries, and **community initiatives** through educational services that facilitate economic growth and workforce training.

Goal 4: Create a culture for employing and retaining **quality faculty and staff** to support student success.

Goal 5: Develop, and manage human, financial, and infrastructure resources essential to **fiscal stability** and meeting student and community needs.

Goal 6: Consistent with accrediting standards and the College mission, engage in ongoing, systematic institutional planning and evidence-based assessment, resulting in continuous quality improvement and **institutional effectiveness**.

Values

Collaboration
Accessibility
Respect
Excellence
Scholarship

Definition of Core Values:

Collaboration Montgomery Community College values working together in a cooperative manner to accomplish our mission and goals.

Accessibility Montgomery Community College values providing quality educational opportunities and support services to individuals in convenient, user-friendly modes.

Respect Montgomery Community College values a work environment characterized by mutual respect for others' views, culture, and/or abilities.

Excellence Montgomery Community College strives for excellence in educational, student support, business, and community services.

Scholarship Montgomery Community College supports formal and informal educational opportunities for its students, faculty and staff.

Strategic Plan Goals

Montgomery Community College employees will promote the College's services and programs through targeted marketing, increased community presence and effective public communications.

Montgomery Community College employees will develop a comprehensive approach to provide state of the art recruitment and retention services to students.

Montgomery Community College employees will integrate the College's instructional disciplines to effectively and continually train individuals for existing and emerging careers and prepare them to be leaders within their communities.

Appendices I MCC Operation Plans

Diversity Plan

Introduction

Montgomery Community College and the Board of Trustees endeavor to create and maintain a quality educational environment that supports policies that promote a diverse faculty, staff, administration and student body which reflect the diversity of our service area. (MCC Policy Manual)

The Diversity & Cultural Affairs Team provides opportunities for creative and cultural exchange of ideas and as a result, establishes a plan for recognizing and promoting diversity that is accountable, creative, and realistic to reflect the needs of the service delivery area.

Purpose

The Diversity & Cultural Affairs Team's role is to assess the diversity of the College's service area and to ensure that the administration, staff, faculty, and student populations recognize and welcome diversity as an integral part of life at Montgomery Community College. The Team will also coordinate and schedule cultural activities to enhance cultural awareness and opportunities for staff, faculty, students and citizens of Montgomery County.

Diversity Goals

Annually, the Diversity & Cultural Affairs Team will:

- Promote diversity in the student enrollment and the faculty and staff populace which is reflective of the service area community.
- Provide feedback and suggestions related to the College's support services to enhance and promote diversity.
- Coordinate annual cultural awareness activities with other MCC teams.
- Host cultural event(s) on campus which are reflective of the MCC service area and which provide opportunities for students, staff and faculty to enhance awareness of other cultures.
- Celebrate diversity on campus with various displays throughout the school year.
- Attend at least one conference on cultural diversity, if the availability of funding permits.

Marketing Plan

Introduction

Montgomery Community College is a public two-year college and member institution of the North Carolina Community College System. As such, the college adheres to the guidelines for advertising for NC community colleges as specified by the NCCCS Presidents' Association.

Marketing Mission

In support of the Mission and Goals of Montgomery Community College, all college marketing provides positive, effective, and transparent communications in promoting the college's programs, initiatives and activities via internal and external media sources.

Marketing Goals

Annually, the Public Information Officer will:

- Conduct research to develop marketing objectives, using appropriate data sources. The Public Information Officer will rely on the Marketing Team and other stakeholders to provide guidance on designing marketing strategies.
- Develop marketing objectives that support the college's mission and goals, to reach identified and potential target markets.
- Create materials for recruiting purposes.
- Disseminate materials and/or information to potential markets, as well as respond to marketing requests.

Resource Development Plan

Foundation Mission

The Montgomery Community College Foundation supports the mission of Montgomery Community College to enable everyone to further his/her education. The Foundation will solicit and carefully manage funds for scholarships, awards, equipment, books, and other purposes to enable and enrich the college experience for students.

Foundation Goals

Annually, the Resource Development Director, under the guidance of the MCC Foundation Board, will:

- Plan and facilitate MCC Foundation fundraising events.
- Plan and facilitate the MCC Foundation scholarship award event.
- Participate in college and community programs to promote and/or market the MCC Foundation.
- Prepare and disseminate periodic reports to stakeholders.

Grant Introduction

Montgomery Community College is primarily operated using state and county funding sources. Because these funding sources are limited, the College seeks out external financial resources, federal, state, local and private sector grants, in support of college priorities.

Grant Goals

Annually, the Resource Development Director will:

- Assist in identifying grant opportunities.
- Assist in the collaborative writing requirements for grant proposals.
- Assist in post award monitoring and compliance of grants.
- Participate in professional development related to grants (opportunities, writing, and/or administration) when funding is available.

Technology Plan

Introduction

The purpose of Montgomery Community College's Information Technology department is to promote and support information technologies appropriate to the academic and administrative needs of the college. The Information Technology department manages the voice, data and cable networks which facilitate communications on and off campus. The department provides assistance, education, consulting and troubleshooting services for students, faculty and staff regarding the use of computing hardware, software, and peripherals in offices, classroom and laboratories. IT staff collaborate with faculty in the use and adoption of new information technologies in instruction. The department also manages the central administrative databases, information systems and computer hardware which support the business systems of the college.

In addition to providing information technology services, the department coordinates the provisioning of hardware, software and other technology-based services for the entire college in order to assure integration of computing resources and the coordination of service delivery.

Mission

The Mission of the Information Technology Department is to provide secure, reliable, and integrated technology solutions in alignment with academic and administrative goals, while delivering excellence in customer service.

Goals

Annually, the Information Technology Department will:

- Develop college computing technology to advance and enhance teaching and learning.
- Enhance the IT network infrastructure to promote improved reliability, availability, cost-effectiveness and security while improving the integration, collaboration and communications service offerings.
- Develop administrative systems to enhance productivity.
- Develop outstanding IT client services support for academic areas.
- Maintain all system and system access to state audit standards.