



Institutional Effectiveness Master Plan

2017-2022





Institutional Effectiveness Plan: 2017-22

August 15, 2017

Naugatuck Valley Community College

Mission

Naugatuck Valley Community College offers quality, affordable education and training in response to evolving community needs by providing opportunities to individuals and organizations to develop their potential.

Vision

At NVCC, the word “community’ is central and our students are considered our most sacred trust and our finest asset. Collaboration within and outside the confines of our immediate surroundings defines our actions and is the base for the rich, intellectual, educational, cultural and civic-minded experiences we provide our students.

The Nature of Institutional Effectiveness

“We are what we repeatedly do. Excellence, therefore, is not an act but a habit.”

– *William Durant on Aristotelian Philosophy* (Durant, 1954, p. 87)

To be effective, an institution must assess, verify and enhance its ability to fulfill its mission and purposes. Institutional Effectiveness, therefore, focuses primarily on **how well** a college attains its stated educational objectives. To do this, an effective institution compares the results achieved to its intended goals. Indeed, over the past two decades, accrediting bodies and institutions in all sectors have been placing an ever-increasing focus on the role of informed decision-making. In May 2017, when members of the Association for Institutional Research gathered for the group's annual conference, the topic of using data to inform decision making was a popular one for speakers and presenters; among the sessions: Data-Driven Strategies to Improve Low-Income Student Success, Data Democratization: Creating a Culture of Data-Informed Decision Making, and A Data-Driven Approach to Understanding and Improving Student Persistence.¹

A recent article in the *Chronicle of Higher Education* noted the results from an American Council on Education survey of college presidents that found only 12 percent see "using data to inform decision making as a future area of importance to them."²

¹ http://www.chronicle.com/article/In-Improving-Outcomes/240394?cid=at&utm_source=at&utm_medium=en&elqTrackId=ccd07043f63943b7931b9adb5d6b8ab4&elq=c9b9140eb3d04229a5149390274b3ac0&elqaid=14447&elqat=1&elqCampaignId=6069. June 20, 2017

² Ibid.

Nationally, there is a disconnect; however, NVCC is moving forward by encouraging and planning for a culture shift towards data-driven decision-making.

Institutional Effectiveness at Naugatuck Valley Community College (NVCC) is imbued in every aspect of college operations. It defines the College’s capacity to assess, verify and enhance the fulfillment of its mission and purposes, giving primary focus to the attainment of its educational objectives. It has been conceived as a continuum: a series of integrated, ongoing, systematic processes and practices—planning, budgeting, assessing, evaluating, and implementing—that inform decision making and continuous improvement in student success, instructional and non-instructional programs and services, and the overall quality of the College.

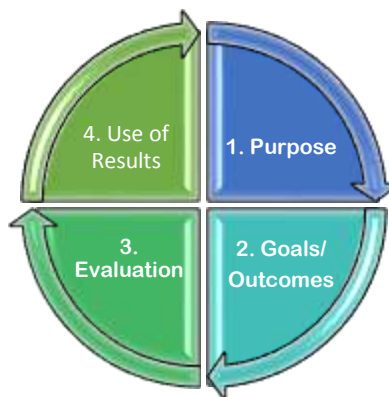


Figure 1. The Nature of Institutional Effectiveness

This Institutional Effectiveness Plan is designed to promote a culture of evidence in a systematic way. Institutional Effectiveness is anchored in a philosophy of continuous improvement based on connecting activities with outcomes. NVCC must institutionalize its evaluation and assessment systems and build the capacity to provide accurate, reliable data. As a consequence, continuous improvement and institutional change become expected and inevitable outcomes of the planning and assessment

processes [see Figure 1 above]. The plan outlined below is indeed aspirational and is by no means an effort that can be accomplished in a vacuum or without the entire college community—faculty, staff, students—taking part.

The IE Plan: Goals, Initiatives and Strategic Plan Targets

As reflected in the College’s Mission and Vision statements, NVCC holds student success at its core and responds to evolving needs to achieve this success. This philosophy has been integral to the College’s strategic planning process since 2010. Institutional Effectiveness figures prominently in the current strategic plan; Priority 9 especially addresses *Institutionalizing Data and Assessment Systems* and Targets 22, 23, 24, 33, and 34 focus on capacity and process. The following goals and their attentive initiatives address these targets.

GOAL 1. Establishing an Office of Institutional Research and Effectiveness

The Office of Institutional Research and Effectiveness [OIRE] will subsume the duties, functions, and responsibilities of the current Office of Institutional Research as well as provide leadership and a broad array of decision-support services for planning and assessment to all units of the college. Its primary purposes would be (1) to coordinate the systematic development, collection, analysis, interpretation, reporting, and distribution of institutional data; (2) to provide information to all college units and committees to inform planning, decision-making, continuous improvement, and overall effectiveness; (3) to function as a hub for technical assistance for planning and assessment across the units and committees of the college; (4) to strategically support the

college's Institutional Effectiveness Committee [see Goal 2, below]; and (5) play a leadership role in the systematic evaluation of programmatic and institutional performance and all planning and assessment activities.

OIRE will advocate for continuous improvement by creating an atmosphere in which the College's departments, programs, offices, and committees engage in purposeful self-study and will invite—as is necessary or practical—external, independent evaluation on a recurring basis to promote continuous improvement and effectiveness. This action would also include support for peer training opportunities, professional development, and internal assistance to department personnel [see also Goal 3].

GOAL 1	STRATEGIC PLAN TARGETS	INITIATIVES	PRIMARY RESPONSIBILITY
<p>Establish a Cabinet-level Office of Institutional Research and Effectiveness [OIRE]</p>	<p>Institutional Research (IR) staffing capacity built to 3.5 FTEs to expand IR functionality [33].</p>	<p>Expand capacity to collect and analyze data;</p> <p>Expand capacity for environmental scanning;</p> <p>Create centralized data repository and tracking system;</p> <p>Provide historical data/analyses/trends to support development of new goals/objectives;</p> <p>Regularize data/report distribution; Develop systems that allow for more regular access to information by stakeholders;</p> <p>Provide leadership and/or support for the development and assessment of all institutional plans [see Goal 4a below];</p> <p>Facilitate communication of data/information among college constituencies.</p>	<p>All initiatives are the primary responsibility of the Office of Institutional Research and Effectiveness in conjunction with the Institutional Effectiveness Committee of the Institutional Planning Council and the Deans of the College.</p>

GOAL 2. Repositioning the Institutional Effectiveness Committee

The Institutional Effectiveness Committee (IEC) of the Institutional Planning Council (both appointed by the President of the college) had long played a lead role with regard to promoting, through a systematic approach, a culture of evidence that supports student learning and institutional effectiveness. The IEC has not resided in any single office but reflected a College-wide endeavor, and functioned as a committee of the Institutional Planning Council.

In repositioning the IEC, its role will be to inform the NVCC community regarding improvement and effective change that impacts the institution and its constituent communities. The IEC will serve as a resource to departments, building connections between the Strategic Plan and the common mission and vision that guide all activities of the College.

Supported by OIRE, and with College-wide representation, it will provide support for the **process** of Institutional Effectiveness and will act as a navigator or monitor for assessing the effectiveness of all institutional plans and departmental WIGs. It will facilitate College outcomes review of the various institution-wide plans—Academic Master Plan, Enrollment Management, Information Technology, and Institutional Development— and the WIGs College-wide operational plans. The Committee will meet publicly two or three times each semester to provide a forum where the College community can receive updates on the process and have the opportunity to ask questions or request assistance.

GOAL 2	STRATEGIC PLAN TARGETS	INITIATIVES	PRIMARY RESPONSIBILITY
<p>Reposition the Institutional Effectiveness Committee to provide policy oversight for the institution-wide planning and assessment processes. [with assistance and support of OIRE]</p>	<p>Ongoing updating, implementation, and increased alignment across major institutional plans, including the Facilities Master Plan (FMP), as well as academic, enrollment management, development, IT, and institutional effectiveness plans [40].</p>	<p>Assure appropriate constituent representation, include those responsible for institutional plans;</p> <p>Establish the timeline for the annual Institutional Effectiveness Process;</p> <p>Inform the NVCC community regarding improvement and change;</p> <p>Monitor the College's planning processes and goal achievement;</p> <p>Provide support for outcomes assessment of each institutional plan;</p> <p>Identify, review, and report performance measures indicators to ensure institutional effectiveness;</p> <p>Facilitate alignment of unit goals and outcomes to mission statement(s);</p> <p>Facilitate connections between departmental activities and institutional outcomes;</p> <p>Ensure that every department systematically assesses its outcomes;</p> <p>Ensure that every department/unit uses results to develop strategies for improvement;</p> <p>Connect results with requests for resources;</p> <p>Review Units Assessment Models and provide feedback;</p> <p>Document assessment efforts;</p>	<p>Office of the President</p> <p>Office of the President; IEC; OIRE</p> <p>Office of the President; IEC; OIRE</p> <p>IEC</p> <p>OIRE</p> <p>OIRE</p> <p>OIRE</p> <p>OIRE</p> <p>IEC</p> <p>IEC</p> <p>IEC; Provost</p> <p>OIRE</p> <p>OIRE</p>

		Review outcomes assessment efforts of other Institutional Planning Council Committees	IEC
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GOAL 3. Aligning the Wildly Important Goals [WIGs] and the Strategic Plan

For each year of the Institutional Effectiveness Plan, data will be collected and communicated regarding progress towards addressing the targets identified in the Strategic Plan. The **Wildly Important Goals** constitute the operational aspect of the NVCC’s strategic planning effort. They are developed by each functional unit of the College and are informed by the goals, priorities, and targets of the College’s Strategic Plan as well as the strategic priorities of the CSCU Board of Regents. The Office of Institutional Effectiveness will compile all departmental/program WIGs. OIRE will work with all departments to identify the purposes, functions, strengths, and weaknesses, producing recommendations for improvement. This outcomes review is designed to draw on all staff members within each department for feedback regarding the prior year’s efforts towards improvement and to generate projections for improvement efforts in the coming year.

GOAL 3	STRATEGIC PLAN TARGETS	INITIATIVES	PRIMARY RESPONSIBILITY
<p>Use the WIGs process at the unit level to assess the effectiveness of the Strategic Plan</p>	<p>Increased institutionalization of data and assessment systems that include: annual data tracking, distribution, and dialogue (e.g., Annual Fact book); environmental scanning; and the creation of public data portals [34].</p>	<p>Embed Standards of Service in departmental WIGs;</p> <p>Offer training for college committees and functional units based on need/type;</p> <p>Establish peer training opportunities for functional areas/departments;</p> <p>Facilitate periodic assessment and evaluation;</p> <p>Recommend real-time adjustments based on evidence gathering;</p> <p>Work with departments to develop WIGs;</p> <p>Implement Strategic Plan Annual Cycle;</p> <p>Provide annual updates toward Strategic Plan targets;</p> <p>Assess Strategic Plan progress.</p> <p>Close the Loop--use results to improve programs and services</p>	<p>OIRE, Department Leaders</p> <p>OIRE</p> <p>OIRE</p> <p>Department Heads; Deans; IEC</p> <p>IEC; OIRE</p> <p>IEC; OIRE</p> <p>OIRE</p> <p>OIRE; IEC</p> <p>OIRE; IEC</p> <p>Department/program chairs; Deans; IEC; OIRE</p>

GOAL 4. Building the Capacity for a Culture of Evidence for Operational Planning and Assessment and to Address the Standards and Reporting Requirements for NEASC Accreditation.

As a key component of the IE process, all institutional plans, including Interim and Decennial Reports sent to NEASC, will be developed and assessed based on targets presented in the Strategic Plan. The OIRE will play a key support role in the assessment of the goals developed for these plans and the projections enumerated in the NEASC reports.

GOAL 4A	STRATEGIC PLAN TARGETS	INITIATIVES	PRIMARY RESPONSIBILITY
<p>Implement a framework to assess the effectiveness of the College’s major institutional plans.</p>	<p>Ongoing updating, implementation, and increased alignment across major institutional plans, including the Facilities Master Plan (FMP), as well as academic, enrollment management, development, IT, and institutional effectiveness plans [40].</p>	<p>Assess outcomes of Institutional Plans;</p> <p>Evaluate and recommend modification of plans;</p> <p>Communicate Results and Projections</p> <p>Close the Loop--use results to improve programs and services</p>	<p>OIRE, Deans</p> <p>OIRE; IEC</p> <p>OIRE; IEC; Deans</p> <p>Department/program chairs; Deans; IEC; OIRE</p>

GOAL 4B	STRATEGIC PLAN TARGETS	INITIATIVES	PRIMARY RESPONSIBILITY
Build capacity for a culture of evidence to address the standards for NEASC accreditation.	Ongoing updating, implementation, and increased alignment across major institutional plans, including the Facilities Master Plan (FMP), as well as academic, enrollment management, development, IT, and institutional effectiveness plans [40].	Continue to collect data and update 'Data-First' forms and E-Series forms; Monitor and present progress of activities/ projections/plans presented in 2017 Interim Report to Planning Council.	OIRE OIRE;

GOAL 5. Supporting the Assessment Framework for Instructional Programs

Assessment of instructional programs will follow the Academic Program Review cycle and will consider the schedule for reports to external accreditation agencies. [See Table 1 for the Academic Program Review Schedule] Program/department plans will cover a three-year period. All program view and accreditation is faculty driven; OIRE would provide a supportive role in the Academic Master Plan’s assessment of student learning, as well providing appropriate data for compliance with programmatic and national accreditation standards. Instructional Program Assessment will include, but not be limited to Academic Program Review, new program development, external program accreditation, student learning outcomes assessment, and student success/progression.

GOAL 5	STRATEGIC PLAN TARGETS	INITIATIVES	PRIMARY RESPONSIBILITY
<p>Support the assessment framework for instructional programs and for external program accreditation.</p>	<p>All academic degree programs reviewed every three to five years to assess the extent to which they meet industry and higher education relevancy and viability [22].</p> <p>Gen Ed competencies in each academic program provide a solid foundation for students to transfer or seek employment [23].</p> <p>All course-based student learning outcomes are annually mapped to course deliverables and assignments, and for all programs, learning outcomes are mapped to courses as part of Academic Program Review [24].</p>	<p>Provide standardized data [Dashboards] to assess instructional outcomes, program health, and student success/progress;</p> <p>Close the Loop--use results to improve programs and services</p> <p>Provide data and support to assess instructional outcomes and student success</p> <p>Provide data and support to assess student learning outcomes at the program and course levels.</p>	<p>OIRE</p> <p>Department/program chairs; Deans; IEC; OIRE; Division Leaders</p> <p>OIRE; CEAC; GEACC</p> <p>OIRE; Department Chairs/Program Coordinators; Division Leaders; Deans; CEAC</p>

GOAL 6. Building the Assessment Framework for Non-instructional Program Review [NIPR]

The annual review process used in the 2011-14 Institutional Effectiveness Plan will be phased out. All Non-instructional programs/departments, will follow a process that will mirror the Academic Program Review [Goal 6]. With the support of OIRE, each unit will submit assessment reports every five years, in staggered cycles. [See Table 2 for the list of non-instructional programs and the reporting schedule]

GOAL 6	STRATEGIC PLAN TARGETS	INITIATIVES	PRIMARY RESPONSIBILITY
<p>Build capacity for an assessment framework for non-instructional departments and programs that fosters the achievement of NVCC's mission and purposes.</p>	<p>All non-instructional programs reviewed every three years to assess the extent to which they meet the department/institutional mission and support the goals, priorities, and targets in the Strategic Plan. [with apologies to Target 22]</p>	<p>Develop template/process for NIPR</p> <p>Embed assessment of Standards of Service in NIPR</p> <p>Provide orientation and training sessions to departments scheduled for review each year</p> <p>Provide data and support to assess departmental outcomes</p> <p>Close the Loop--use results to improve programs and services</p>	<p>OIRE; Non-instructional Unit Leaders; Deans</p> <p>OIRE</p> <p>OIRE</p> <p>OIRE; Non-instructional Unit Leaders; Deans</p> <p>Department/program leaders; Deans; IEC; OIRE;</p>

Implementation and Assessment of the Institutional Effectiveness Plan

The IEC will begin implementation of the plan during the fall semester, 2017.

- Goal 1: Begin process of identifying data needs for all college departments. Report on 2016-17 progress of targets in Strategic Plan.
- Goal 2: Work with IEC regarding repositioning and membership; review 2017-18 WIGs process
- Goal 3: Review WIGs for 2017-18 and begin alignment with priorities and targets in the Strategic Plan. Schedule meetings with deans and department heads.
- Goal 4a: Review major institutional plans and begin alignment with priorities and targets in the Strategic Plan.
- Goal 4b. Review projections included in 2017 NEASC Interim report; produce data collection plan.
- Goal 5. Provide data to programs scheduled for APR during 2017-18; Assist programs scheduled for APR with student learning outcomes mapping, assessment, and data analysis.
- Goal 6. Work with deans to develop NIPR schedule for 2017-18, 2018-19 and 2019-20.

Periodic meetings will be held with the IEC during the academic year. Updates on IEP initiatives will be provided to the Policy Team monthly. A progress report will be prepared each semester for presentation and discussion at the College's Community Days. A final report to include outcomes of initiatives and plans for 2018-19 will be discussed with the IEC and presented to the Policy Team in June 2018.

Table 1. Schedule of Academic Program Review: 2017-18 to 2021-22

Academic Program Review Schedule					
Degree Programs	2017-18	2018-19	2019-20	2020-21	2021-22
Accounting		S			
Automated Manufacturing					S
Automotive Technology				(NATEF)	
Aviation Science					S
Behavioral Science					S
Business Admin: Business Computer Applications	S				
Business Finance					S
Business Management	S				
Computer Aided Design/Drafting (CADD)		S			
Computer Info Systems Technology			S		
Cybersecurity			S		
Criminal Justice/Public Safety		S			
Digital Arts Technology					S
Drug & Alcohol Rehabilitation Counselor					(NAADAC)
Early Childhood Education			(NAEYC)		
Electronic Engineering Technology					(ABET) 2022
Environmental Science					S
Fire Technology and Administration (SCSU)		S			
General Studies				S	
Horticulture	S (NALP)				
Hospitality Management: Foodservice Mgmt	S				
Hospitality Management: Hotel Management	S				
Human Services	S				

Degree Programs	2017-18	2018-19	2019-20	2020-21	2021-22
Legal Assistant		S			
Liberal Arts & Sciences			S		
Marketing					S
Math/Science					
Mechanical Engineering					(ABET) 2022
Physical Therapy Assistant					(CAPTE) 2023
Nursing R.N.	(ACEN)				
Radiologic Technology	(JRCERT)				
Respiratory Care					(CoARC)
Visual & Performing Arts (Art)		S			
Visual & Performing Arts (Dance)		S			
Visual & Performing Arts (Digital Design)			S		
Visual & Performing Arts (Music)		S			
Visual & Performing Arts (Theater)		S			

Academic Program Review Schedule

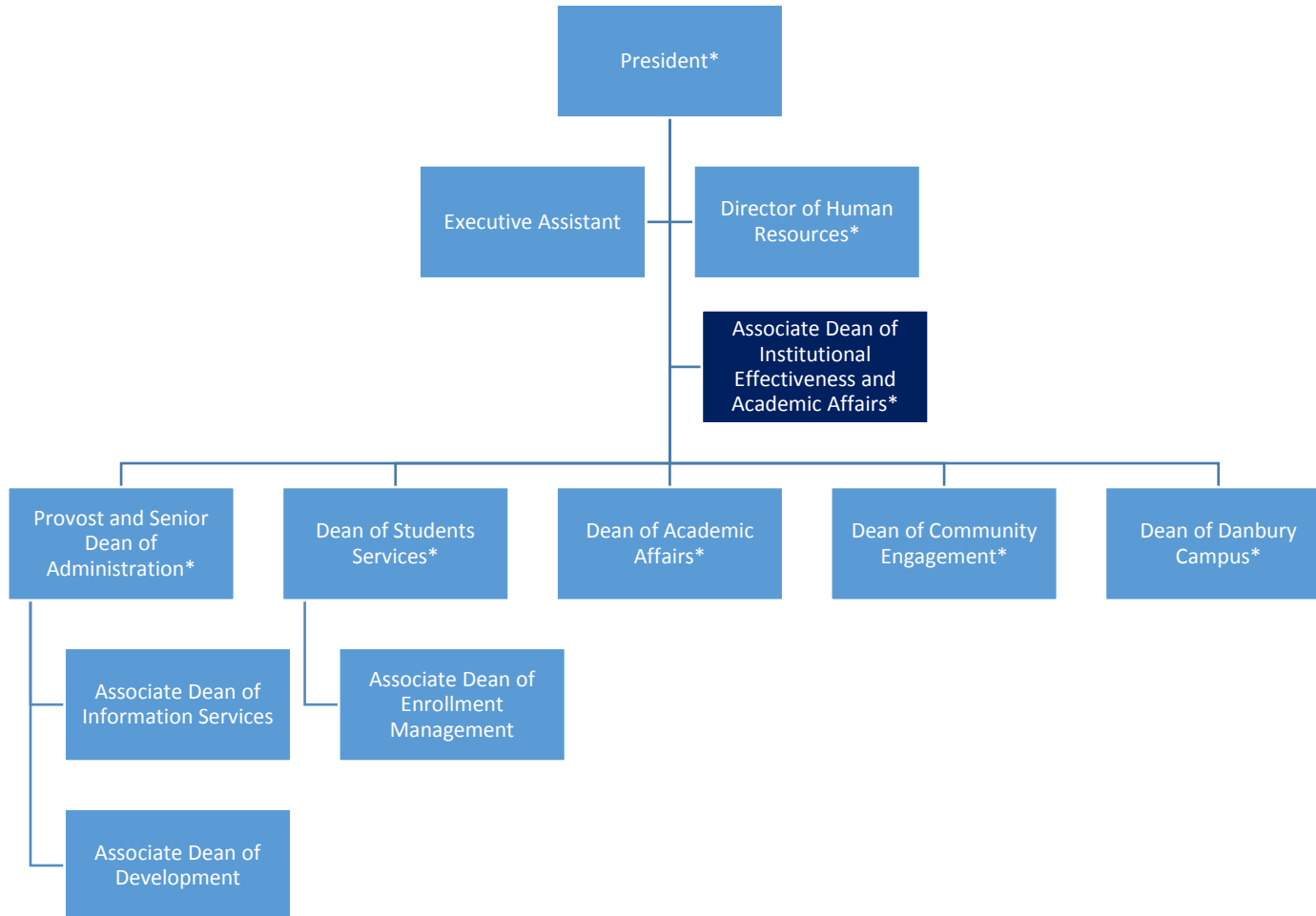
Disciplines/Specialty Areas	2017-18	2018-19	2019-20	2020-21	2021-22
Biology				S	
Chemistry				S	
Collegiate Level Writing/English					S
Communication (Formerly Speech)			S		
Developmental Math			S		
Developmental Writing/English					S
Economics		S			
English as a Second Language (ESL)					S
First Year Experience (formerly ASD)	S				
History Courses				S	
Languages	S				
Library/Learning Resources			S		
Physics				S	
Psychology		S			
Sociology		S			
<i>NEASC</i>	<i>Interim</i>				<i>Decennial</i>

Table 2. Schedule of Non-Instructional Program Review: 2017-18 to 2021-22

Office of the President	2017-18	2018-19	2019-20	2020-21	2021-22
Community Engagement	X				
Danbury Campus				X	
Equal Employment Opportunity/Affirmative Action					S
Human Resources (Includes Payroll)			X		
Institutional Research and Effectiveness	X				
Provost and Senior Dean of Administration	2017-18	2018-19	2019-20	2020-21	2021-22
Provost & Senior Dean of Administration					
Advanced Manufacturing Technology Center	X				
Community and Economic Development			X		
Development	X				
Facilities			X		
Finance (Include statement for each area)					
<i>Accounting/Business Office</i>		X			
<i>Bookstore [contract]</i>					X
<i>Bursar</i>		X			
<i>Cafeteria [contract]</i>					X
<i>Print/Copy Center</i>					X
<i>Purchasing</i>				X	
Information Technology	X				
<i>Web Services</i>				X	
Job Placement and College Opportunities	X				
<i>Workforce Transition and Outreach</i>		X			
Occupational Health and Safety			X		
Public Safety			X		

Dean of Academic Affairs	2017-18	2018-19	2019-20	2020-21	2021-22
Dean of Academic Affairs					
Academic Center for Excellence		X			
Allied Health and Nursing Division		X			
Business and Professional Services Division	X				
Liberal Arts/Behavioral & Social Sciences Division			X		
Child Development Center	NAEYC				
Science, Technology, Engineering, and Technology Division				X	
Bridge to College			X		
Distance Learning	X				
Multicultural Affairs					X
Registrar (Includes Facilities and Events Scheduling)				X	
Women's Center					X
Dean of Student Services	2017-18	2018-19	2019-20	2020-21	2021-22
Dean of Student Services					
College Marketing and Public Relations	X				
Enrollment Management		X			
<i>Admissions</i>		x			
<i>Financial Aid (Includes Veterans Affairs)</i>		x			
<i>Center for Academic Planning and Student Success</i>		x			
Counseling and Advising					
Testing Center					
Health and Disability Services					
Student Activities	X				

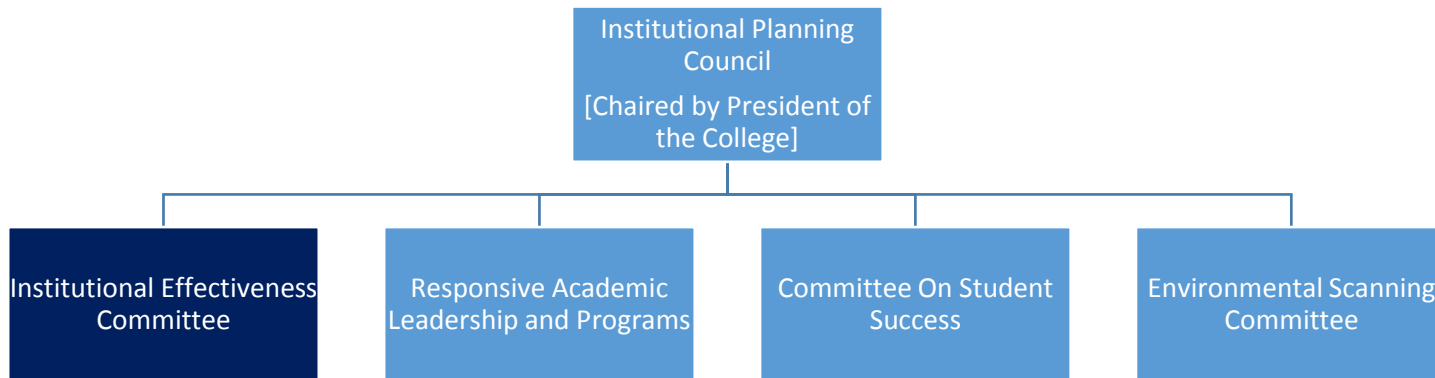
Management Team/President's Cabinet



*Policy Team Members

Institutional Planning Council

The mission of the NVCC Institutional Planning Council is to create and normalize the ongoing planning process to ensure quality of programs, effective use of resources and student success. Chaired by the President of the College, there shall be a steering committee and four working committees. The steering committee shall convene two times per semester to receive reports and to discuss recommendations regarding the outcomes of the current strategic plan, and the creation of the next strategic plan. The four working committees are designed to ensure campus-wide consultation and accountability in the following areas: Committee on Responsive Academic Leadership and Programs, Committee on Student Success, Committee on Institutional Effectiveness and Committee on Environmental Scanning.



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