



# **Annual Planning and Evaluation Reports for Campus Units to Document Institutional Effectiveness and Student Success**

**Office of Institutional Effectiveness and Student Success  
June 25, 2020**



## Overview of Presentation

- I. Context for Institutional Planning and Effectiveness
- II. Writing the Annual Planning and Evaluation Report for Campus Units
- III. NOVA's Planning and Evaluation Timeline



# Part I.

## Context for Institutional Planning and Effectiveness and Student Achievement



## Mission of SACSCOC

*The Commission's mission is the **enhancement of education quality** throughout the region and the improvement of the effectiveness of institutions by **ensuring that they meet standards established by the higher education community** that address the needs of society and students.*

<http://www.sacscoc.org/pdf/2018PrinciplesOfAccreditation.pdf>



# **SACSCOC Revised *Principles of Accreditation:* (Dec. 2017)**

One section of the revised Principles is primarily relevant to this discussion:

## **Section 8: Student Achievement**



## Section 8: Student Achievement

Student learning and student success are at the core of the mission of all institutions of higher learning. Effective institutions focus on the design and improvement of educational experiences to enhance student learning and support student learning outcomes for its educational programs. To meet the goals of educational programs, an institution provides appropriate academic and student services to support student success.



## Section 8.2 Academic and Student Services

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:

**8.2.c.** Academic and student services that support student success. (Student outcomes: academic and student services)



## VCCS Performance Funding Measures

By 2020, the VCCS will award 20% of the annual state allocation funding to colleges based on performance funding measures. Colleges are awarded points based on the **progress**, **retention**, **completion**, and **transfer** of their students.

[Performance Funding Measures Dashboard](#)

[Performance Funding Measure Definitions](#)

[Outcome Based Funding Model All Metrics FY2018](#)





## In Summary, On-going, Systematic Planning and Evaluation:

- Provides evidence of how well units are advancing:
  - NOVA's mission and strategic plan
  - The VCCS *Complete 2021* strategic plan
  - SCHEV's goal to make Virginia the "*best educated state by 2030*"
- Enhances unit's effectiveness and the College's effectiveness
- Improves the unit's administration/staff knowledge, skills, and abilities (KSAs) and subsequently the unit's services
- **Improves student success!**



# **Part II.**

## **Writing the Annual Planning and Evaluation Report for Campus Units**



# NOVA's Planning and Evaluation Process

## 9 Steps

1. Review Subunits' Expected Outcomes and submit any changes to the Office of Planning and Evaluation (OPE) for evaluation
2. Align expected outcomes with Mission and Strategic Objectives if revised/new
3. Determine Measures and targets to evaluate expected outcomes. Make necessary adjustments based on available data
4. Collect data
5. Analyze data
6. Use results to make improvements
7. Compile report and submit to Dean/Supervisor for review/approval (cc OPE)
8. Submit report to OPE (**Due July 13, 2020**)
9. Reassess for continuous improvement



# Contents of the Annual Planning and Evaluation Report (APER)

- NOVA's Mission Statement
- Subunit's Purpose Statement
- Alignment with College's Mission and Strategic Objectives
- Expected Outcomes
- Evaluation Methods with Targets, Acceptable Thresholds, and Justification for Threshold
- Results
- Use of Results and Planned Improvements



# Annual Planning and Evaluation Report for Campus Units: 2019-2020

**Unit:**  
**Subunit:**

NOVA Mission Statement: With commitment to the values of access, opportunity, student success, and excellence, the mission of Northern Virginia Community College is to deliver world-class in-person and online post-secondary teaching, learning, and workforce development to ensure our region and the Commonwealth of Virginia have an educated population and globally competitive workforce.

Subunit Purpose Statement:

<b>Expected Outcome</b> (L) Learning <input type="checkbox"/> (O) Operational <input type="checkbox"/>	<b>Expected Outcome:</b> Strategic Plan Objective(s) #:																																																								
<b>Measure with Target</b>	<b>Results</b>	<b>Use of Results</b>																																																							
Measure:  Target:  Acceptable Threshold:  Justification for Threshold: (ex. Based on last year's data. Based on national data. Data will be collected this year to set a benchmark.)	Academic or Fiscal Year Current Data Collected:  <p style="text-align: center;"><b>Table Title (Disaggregate Data): Year/Term</b></p> <table border="1" style="width:100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th rowspan="2">Sub-Categories</th> <th>2015-16</th> <th>2016-17</th> <th>2017-18</th> <th>2018-19</th> <th>2019-20</th> <th colspan="2">Change from X Year</th> </tr> <tr> <th>*N=</th> <th>*N=</th> <th>*N=</th> <th>*N=</th> <th>*N=</th> <th>#</th> <th>%</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td><td> </td></tr> <tr> <td><b>Total</b></td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table> <p>*N=Total population</p> Strengths of Results:  Weaknesses of Results:	Sub-Categories	2015-16	2016-17	2017-18	2018-19	2019-20	Change from X Year		*N=	*N=	*N=	*N=	*N=	#	%																																	<b>Total</b>								Previous Actions(s) to Improve Unit Services Related to this Outcome (What? Who? How? When?):  Current Results Improved: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially <input type="checkbox"/> N/A Explain impact of previous changes/ actions:  Target Met: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially <input type="checkbox"/> N/A  Acceptable Threshold Met: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially <input type="checkbox"/> N/A  Areas Needing Improvement Based on Current Results:  Action Plan Based on Current Results (What? Who? How? When?):  Next Evaluation of this Expected Outcome (Academic or Fiscal Year):
Sub-Categories	2015-16		2016-17	2017-18	2018-19	2019-20	Change from X Year																																																		
	*N=	*N=	*N=	*N=	*N=	#	%																																																		
<b>Total</b>																																																									



## NOVA Mission Statement

With commitment to the principles of access, opportunity, student success, and excellence, the mission of Northern Virginia Community College is to deliver world-class, in-person and online postsecondary teaching, learning, and workforce development to ensure our region and the Commonwealth of Virginia have an educated population and a globally competitive workforce.

<https://www.nvcc.edu/about/mission/>



## Subunit Purpose Statement

- All subunits should have a purpose statement in place.
- A purpose statement reflects the fundamental reasons a subunit exists.
- It outlines the values and functions of a subunit.
- It identifies the stakeholders or constituents.



## Example of Subunit Purpose Statement

The purpose of the Languages, Arts, and Social Sciences Division is to advance NOVA's mission and strategic plan by providing high quality instruction through diverse faculty and staff who are dedicated to academic excellence and student success; promoting student support services; and providing an accessible environment.





## Expected Outcomes

- An expected outcome describes a desired improvement or condition in a subunit to benefit the community/student/faculty/staff/college.
- An expected outcome is written so that it is measurable.
- An expected outcome is mapped to the Mission and a specific Strategic Plan Goals/Objective(s).



# Mapping Expected Outcomes to NOVA's Strategic Plan Objectives

## Nine Strategic Plan Objectives

**Objective 1.** All students are **advised and have access to support** throughout their time at NOVA

**Objective 2.** Implement **VIP-PASS** (Technology System)

**Objective 3.** Develop Pathways to ensure **seamless transitions** from high school and other entry points to NOVA, and from NOVA to 4-year transfer institutions or the workforce

**Objective 4.** Develop **effective processes and protocols** for programmatic College-wide collective decisions

<https://www.nvcc.edu/about/mission/strategic-plan2017-2023.pdf>



## Mapping Expected Outcomes to NOVA's Strategic Plan Objectives, Cont'd

**Objective 5:** Align NOVA's **organizational structures**, position descriptions, and expectations for **accountability** with its mission

**Objective 6:** Enhance **community prosperity** by refocusing and prioritizing NOVA's **workforce development** efforts

**Objective 7:** Enhance NOVA's **IT and Cybersecurity programs** to position NOVA as the community college **IT leader** in the nation.

**Objective 8:** Re-envision **workforce development** and integrate into a NOVA core focus.

**Objective 9:** Plan to **expand NOVA's healthcare and biotechnology programs**, and prioritize future programs to **support regional economic development goals**

<https://www.nvcc.edu/about/mission/strategic-plan2017-2023.pdf>



## Discussion of Expected Learning and Operational Outcomes

- What are most important duties of your subunit?
- Based on your subunit's responsibilities, how can your subunit improve effectiveness and serve users better?
- What types of measurable expected outcomes do you suggest to improve your subunit?
- Create 3 to 4 expected outcomes.



## Expected Outcomes Address

- Efficiency
- Effectiveness
- Customer Service
- Student Learning (where applicable)
- Data Quality (where applicable)
- Strategic Plan (where applicable)



## Two Types of Expected Outcomes

1. Expected **Learning Outcomes**: The knowledge, skills, attitudes, and habits that students, faculty, and/or staff gain from a learning experience
2. Expected **Operational Outcomes**: Effectiveness of processes, policies, and organizational services to support the college and its students.



## Expected Learning Outcomes

- Directly impact the student, faculty, and/or staff
- The knowledge, skills, attitudes, and habits that students, faculty, and/or staff gain from a learning experience
- Examples Include
  - Students who attend Student Life drug and alcohol abuse activities will be able to identify and articulate practical tools and information for the responsible use of alcohol. (L)
  - Students will develop a sense of personal responsibility for their academic success and program completion at NOVA by reviewing their Student Advisement Report for accuracy and choosing the course that coincide with their program of study. (L)



## Expected Operational Outcomes

- Indirectly impact the college faculty, staff, students, and constituents
- Include metrics to document how well operational aspects of a subunit are functioning
- Examples include
  - Students will indicate improved mastery of their course material after tutoring sessions. (O)
  - The Office of the Dean of Student will manage and monitor student conduct infractions. (O)





## Example of Types of Data to Use for Evaluation

Quantitative and qualitative data

- IR Data (Enrollment count, Retention rates, Graduation Rates, etc.)
- Frequency count (i.e. usage of services provided)
- Email Log (i.e. number and type of service requests)
- Phone call log (i.e. number and type of information requested)
- Time log to complete task or provide service (i.e., IR data requests)
- Meeting records
- Advising records



# Example Methods of Evaluation

## Direct Methods to Evaluate Learning Outcomes

- Assignment/Quiz
- Pre-test and post-test
- Checklist or Rubrics to evaluating KSA (Knowledge, Skills, or Abilities)

## Indirect Methods

- Satisfaction survey
- Comment cards
- Needs Survey (community/student/faculty/staff)
- Focus Groups



## Expected Outcomes are SMART

- **Specific**
  - Clear and definite terms describing abilities, knowledge, values, attitudes, and performance
- **Measureable**
  - It is feasible to get the data; data are accurate and reliable; it can be assessed in more than one way
- **Achievable**
  - Has potential to move the unit/subunit forward
- **Results-Oriented**
  - Describe what standards are expected from students or the program/service
- **Time Bound**
  - Describe where you would like to be within a specified time period



# Measuring Expected Outcomes and Using Results

## Questions to ask while writing an APER

- Does the measure for evaluation align with the expected outcome?
- Are all the columns complete? If not, what is missing? Do not leave prompts blank.
- Are the results broken down by outcome components? If not, how could you break them down?
- Where could there be more details/clarification for the reader's understanding?
- What could you replicate in your own subunit from others reports?



## Areas to Consider for the Upcoming 2019-2020 APER

1. **Expected Outcomes** were created to last the length of the Strategic Plan to 2023. If a subunit needs to change the expected outcome, please send it to us for review.

2. **Measures and Targets** can be changed to enhance and produce more useful and meaningful data collection. If a subunit would like to discuss measures and targets, please contact us. If an expected outcome uses multiple measures, report results for each measure in a separate row. Use last year's action plan to guide measures and targets.



## Areas to Consider for the Upcoming 2019-2020 APER, Cont'd

3. The **Results** criterion supports the other three rubric criteria to meet expectations. To improve the analysis of results:
  - A. Provide 5 years of trend data, if available.
  - B. Disaggregate the data by demographic, campus, topic, etc.
  - C. Describe the population and sample size, if appropriate.
  
4. **Use of Results:** Subunits should use their evaluation results to determine specific action plans to improve academic and student services in the future, as well as report past actions which impacted the current results.



## **Upcoming Workshop on July 6<sup>th</sup> at 3:00- 4:30pm: Using Results to Improve Institutional Planning and Effectiveness for Campus Units**

We will share:

- Overall results from the 2018-2019 APER for Campus Units
- Discuss how to improve the usefulness of the upcoming 2019-2020 reports due by July 13, 2020
  - through disaggregating the data,
  - using results to make improvements, and
  - creating action plans in order to improve expected outcomes.



# Part III.

## NOVA's Planning and Evaluation Timeline





## Timeline

Timeframe	Action	Detail
July-August	Plan	Align expected outcomes with measures and set targets and acceptable thresholds
Fall/Spring	Implement	Collect data
		Analyze data
June/July	Evaluate	Use results to make improvements
		Submit report to the Office of Planning and Evaluation ( <b>July 13, 2020</b> )
	Improve	Reassess for continuous improvement



# Thank You!

Thank you for your dedication to the College and your efforts to continuously improve institutional effectiveness and student success at NOVA.



## Questions?

Sharon Karkehabadi  
Associate Vice President, Assessment  
3924 Pender Drive Suite 116  
Fairfax, Virginia  
(703) 764-7390  
[skarkehabadi@nvcc.edu](mailto:skarkehabadi@nvcc.edu)

Diana Bharucha, PhD  
Senior Research Analyst  
3924 Pender Drive Suite 114  
Fairfax, Virginia  
(703) 323-3092  
[dbharucha@nvcc.edu](mailto:dbharucha@nvcc.edu)