

Institutional Effectiveness Audit of Campus Units at NOVA: 2018-2019

Research Report No. 118-20

Office of Institutional Effectiveness and Student Success
NOVEMBER 2020

NORTHERN VIRGINIA COMMUNITY COLLEGE

OFFICE OF INSTITUTIONAL EFFECTIVENESS AND STUDENT SUCCESS

The purpose of the Office of Institutional Effectiveness and Student Success is to conduct analytical studies and provide information in support of institutional planning, policy formulation, and decision making. In addition, the office provides leadership and support in research related activities to members of the NOVA community engaged in planning and evaluating the institution's success in accomplishing its mission.

When citing data from this report, the Northern Virginia Community College (NOVA) Office of Institutional Effectiveness and Student Success must be cited as the source.

4001 Wakefield Chapel Road
Annandale, VA 22003-3796
(703) 323-3129
www.nvcc.edu/oieess

Table of Contents

Introduction	1
Section I. Process Improvements for Evaluating Expected Outcomes of Campus Units at NOVA	2
Section II. Submission Rate of Annual Planning and Evaluation Report for Campus Units	3
Section III. Expected Outcomes	4
Section IV. Quality of Reporting	7
Section V. Acceptable Thresholds and Targets.....	8
Section VI. Using Results to Seek Improvement	10
Summary	12
Appendix.....	13

List of Tables

Table 1. Reporting Categories in the Annual Planning and Evaluation Report for Campus Units: 2018-2019	1
Table 2. Strategic Plan Goals and Objectives at NOVA	4
Table 3. Quality of Reporting in the Annual Planning and Evaluation Report for Campus Units: Rubric Score Scale	7
Table 4. College-Wide Rubric Scores for Campus Units: 2018-2019	7
Table A1. List of Campus Units and Subunits at NOVA: 2018-2019.....	13
Table A2. Submission Rate of Annual Planning and Evaluation Report for Campus Units: 2018- 2019	13
Table A3. Number of Expected Outcomes Evaluated by Campus Unit: 2018-2019.....	13
Table A4. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Units: 2018-2019	14
Table A5. Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Units: 2018-2019	14
Table A6. Number of Acceptable Thresholds Met by Campus Units: 2018-2019.....	14
Table A7. Number of Targets Met by Campus Units: 2018-2019	14
Table A8. Number of Expected Outcomes Which Improved by Campus Units: 2018-2019	14
Table A9. Number of Action Plans Implemented by Campus Units: 2018-2019	15

List of Figures

Figure 1. Submission Rate of the Annual Planning and Evaluation Report for Campus Units: 2018-2019	3
Figure 2. Number of Expected Outcomes Evaluated by Campus Units: 2018-2019	4
Figure 3. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Unit: 2018-2019	5
Figure 4. Percentage of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Unit: 2018-2019	6
Figure 5. Percentage of Campus Unit Expected Outcomes Which Met the Acceptable Threshold: 2018-2019	8
Figure 6. Percentage of Campus Unit Expected Outcomes Which Met the Target: 2018-2019 ...	9
Figure 7. Percentage of Campus Unit Expected Outcomes Which Improved: 2018-2019	10
Figure 8. Total Number of Action Plans Submitted by Campus Units: 2018-2019	11
Figure 9. Total Number of Action Plans Submitted by Campus Unit: 2018-2019	12

Institutional Effectiveness Audit of Campus Units at NOVA: 2018-2019

Introduction

College planning and evaluation are ongoing processes led by campus administration and staff aimed at improving institutional effectiveness and student achievement. In 2018-2019, in conjunction with NOVA's new Strategic Plan, the Office of Planning and Evaluation (OPE), a subunit within the College's Office of Institutional Effectiveness and Student Success, created more systematic annual planning and evaluation processes for NOVA's administrative and campus units. OPE hosted workshops and meetings to guide units in writing actionable expected outcomes, mapping the outcomes to NOVA's Strategic Plan Objectives, measuring outcomes, collecting data to report results, and using results to create action plans to make improvements. OPE provided extensive feedback on reports for revisions, scored the final reports using a newly developed rubric, and sent each subunit feedback on the rubric scores and the report.

This report analyzes the 2018-2019 College-wide evaluation of expected outcomes for academic and student service units, which was reported in the *Annual Planning and Evaluation Report for Campus Units: 2018-2019*. In 2018-2019, NOVA had four units at each campus (Provost's Office, Academic Divisions, Learning and Technology Resources, and Student Services) and 94 subunits that reported on their expected outcomes. The units are led by provosts at each campus. See Table A1 in the Appendix for a complete list of campus units and subunits.

The *Annual Planning and Evaluation Report for Campus Units* documents the planning and evaluation processes of campus academic and student service units. The processes aligned with NOVA's Mission, Strategic Plan, and College Goals. Units gather and analyze data for expected outcomes and report on four areas in the *Annual Planning and Evaluation Report for Campus Units* as displayed in Table 1 below.

Table 1. Reporting Categories in the Annual Planning and Evaluation Report for Campus Units: 2018-2019

Expected Outcome	Measure with Target	Results	Use of Results
What was evaluated?	What measure was used? Who/What was evaluated? What were the target and acceptable threshold? What was the justification for the acceptable threshold?	When did the evaluation take place? What were the results? Have results improved over time? What areas need improvement?	What actions have been implemented to improve expected outcomes? What actions will be taken in the future to improve operational efficiencies based on the results?

The institutional effectiveness audit provides data and analysis of the *Annual Planning and Evaluation Report for Campus Units*. This report begins with a summary of the changes made in the reporting process of expected outcomes (Section I). Submission rates of the evaluation reports are presented (Section II) followed by expected outcomes (Section III) and quality of

reporting (Section IV). Finally, acceptable thresholds, targets, and actions to improve results (Sections V and VI) are discussed. The Appendix contains data tables that were used to create the figures in this report.

Section I. Process Improvements for Evaluating Expected Outcomes of Campus Units at NOVA

NOVA improved its analysis of the *Annual Planning and Evaluation Report for Campus Units* over the past two years. In Fall 2018, units and subunits updated or created new expected outcomes to align with the College's new Strategic Plan. Common campus subunits collaborated to develop a list of expected outcomes College-wide for each campus subunit. The Office of Planning and Evaluation (OPE) developed an Expected Outcomes Checklist to ensure outcomes were measurable and classified as either learning or operational. The expected outcomes were mapped to one or more Strategic Plan Objectives in a Strategic Plan Map.

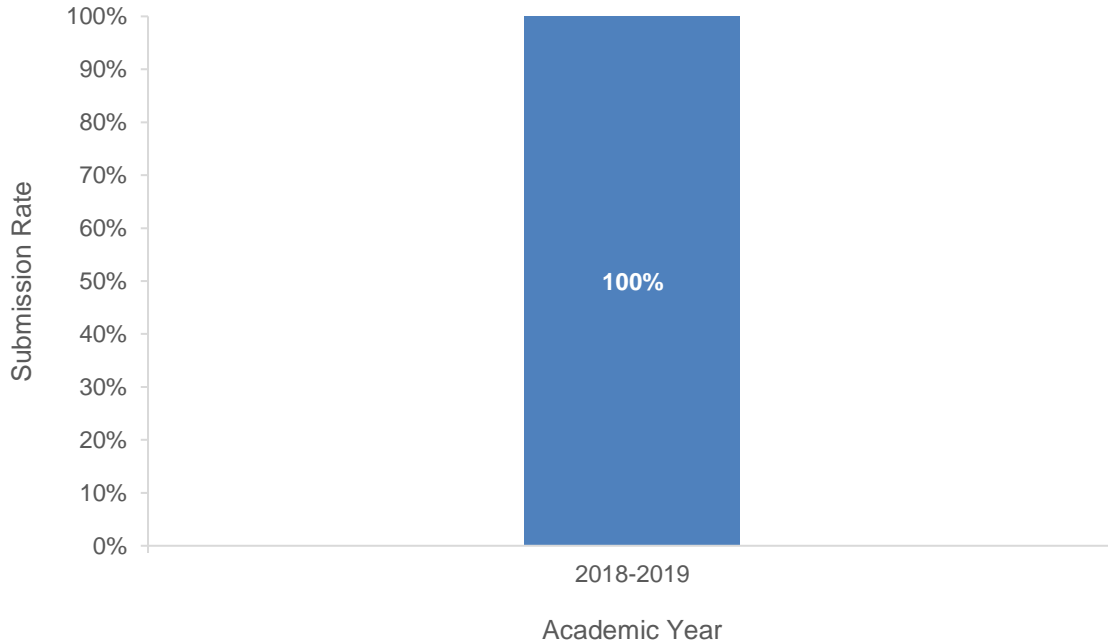
The Office of Planning and Evaluation implemented a new report template. Units reported the evaluation of expected outcomes using the updated template. A rubric was developed and used to evaluate and score the 2018-2019 reports to provide comprehensive feedback. The rubric offered specific, structured feedback to units on the evaluation and reporting processes.

The changes over the past two years have encouraged campus units to look carefully at data and results and to seek improvements in the areas where units were not meeting outcomes. The shift improved campus administration and staff's understanding and value of planning and evaluation. It also broadened awareness of the processes. As a result of the College staff's increased recognition and understanding of planning and evaluation processes, the College was better able to document the expected outcomes, the results measured, and the changes sought to improve them.

Section II. Submission Rate of Annual Planning and Evaluation Report for Campus Units

Figure 1, below, presents the submission rate of the *Annual Planning and Evaluation Report for Campus Units* in 2018-2019. In 2018-2019, 94 out of 94 required reports were submitted (100 percent).

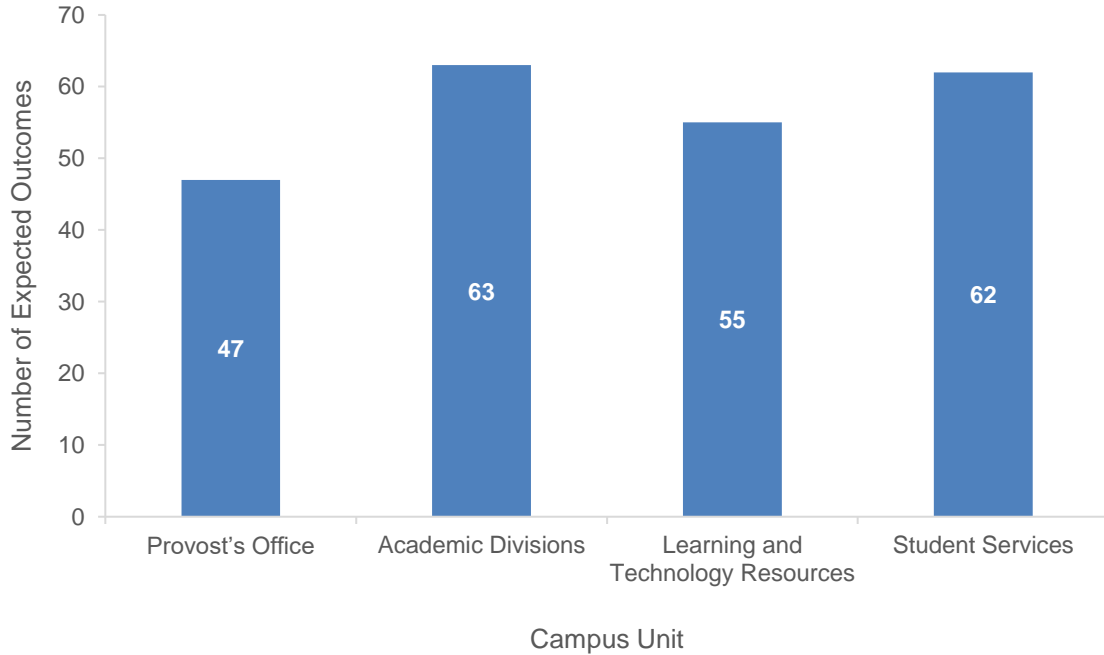
Figure 1. Submission Rate of the Annual Planning and Evaluation Report for Campus Units: 2018-2019



Section III. Expected Outcomes

Each campus unit and their subunits developed expected outcomes that aimed to improve operational areas such as efficiency, effectiveness, customer service, student learning, and data quality. In 2018-2019, the four campus units evaluated a total of 227 expected outcomes. Figure 2 below illustrates the number of expected outcomes evaluated by campus units in 2018-2019.

Figure 2. Number of Expected Outcomes Evaluated by Campus Units: 2018-2019



Campus units aligned expected outcomes with NOVA's Strategic Plan Goals and Objectives. As listed in Table 2 below, NOVA's three Strategic Plan Goals are aligned with nine Objectives.

Table 2. Strategic Plan Goals and Objectives at NOVA

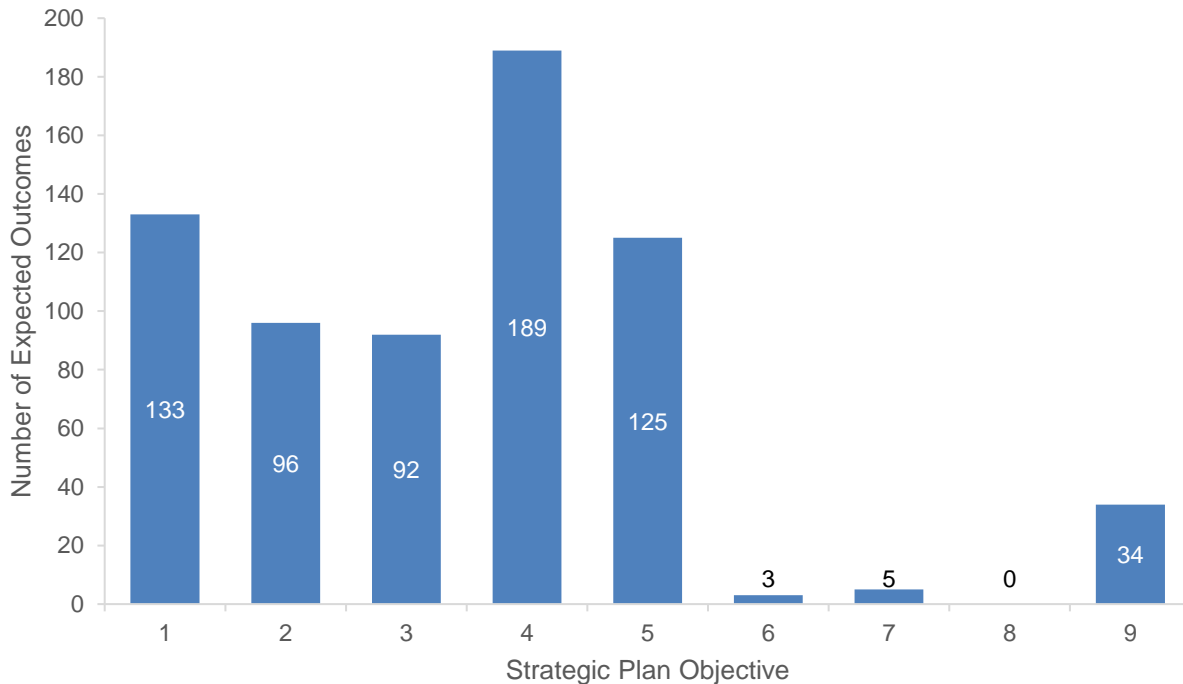
Goal	Objective
#1: Every Student Succeeds	1. Student Advising/Support
	2. VIP-PASS
#2: Every Program Achieves	3. Informed Pathways for Seamless Transitions
	4. Effective Processes/Protocols
	5. Align for Accountability with College Mission
#3: Every Community Prospers	6. Workforce Development/Community Prosperity
	7. IT and Cyber Programs
	8. Re-envision Workforce Strategies
	9. Healthcare, Biotech, and Future Programs

Campus units' expected outcomes could be mapped to more than one Strategic Plan Map Objective. For example, the expected outcome, "Students will indicate improved mastery of their

course material after tutoring sessions,” mapped to Strategic Plan Objectives #1: Student Advising/Support and #4: Effective Processes/Protocols.

For 2018-2019, the 227 expected outcomes evaluated by campus units were mapped to the nine Strategic Plan Map Objectives, as displayed in Figure 3 below. Note, as mentioned above, one outcome can be mapped to more than one objective.

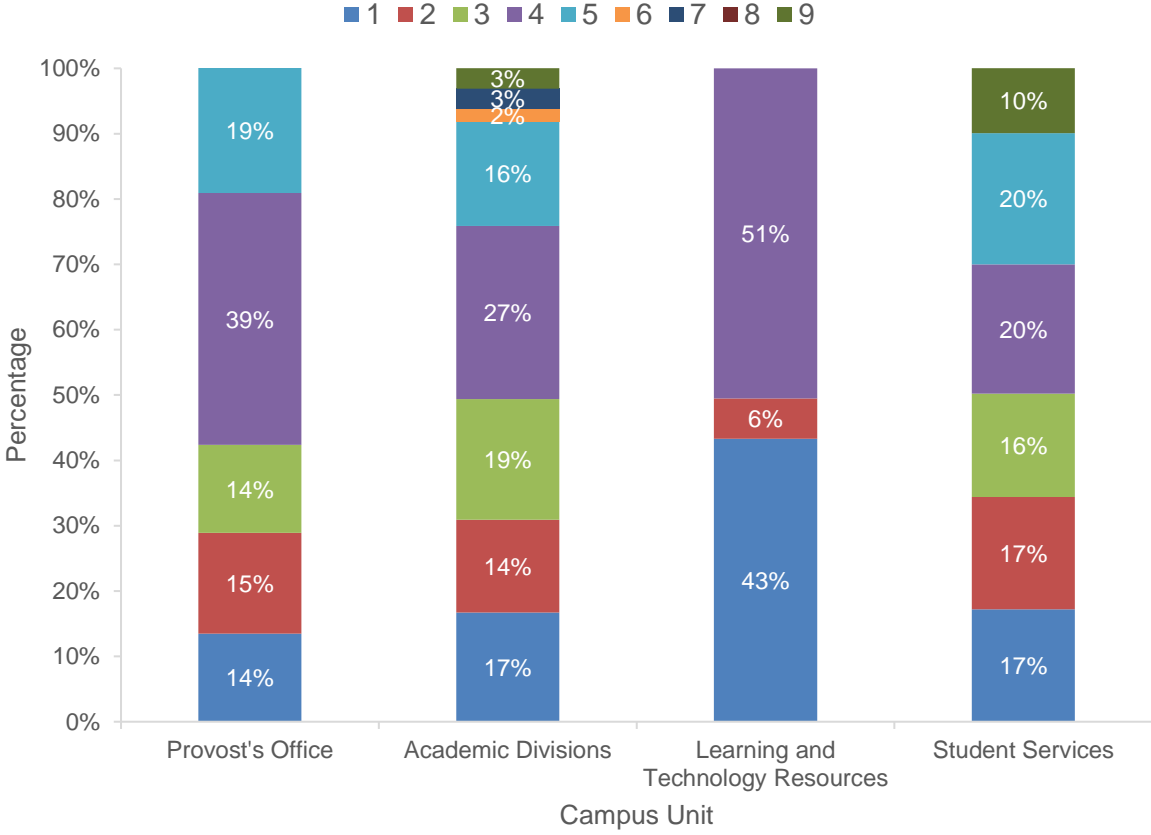
Figure 3. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Unit: 2018-2019



Objective 4 (Effective Processes/Protocols) had the most outcomes mapped with 189 outcomes. Objective 1 (Student Advising/Support) had the second largest number of outcomes mapped with 133 outcomes. The third most frequently cited was Objective 5 (Align for Accountability with College Mission) with 125 outcomes mapped. The other six objectives had 96 or fewer outcomes mapped. The objectives that were least frequently mapped to outcomes were Objective 6 (Workforce Development/Community Prosperity) and Objective 7 (IT and Cyber Programs). Objective 8 (Re-envision Workforce Strategies) was not mapped to by any campus subunits; however, it was mapped to by administrative subunits.

Figure 4, next page, depicts the percentage of expected outcomes mapped to the nine Strategic Plan Objectives by campus unit in 2018-2019. The objectives, which were addressed by all four campus units, were Objective 1 (Student Advising/Support), Objective 2 (VIP-PASS), and Objective 4 (Effective Processes/Protocols).

Figure 4. Percentage of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Unit: 2018-2019



Section IV. Quality of Reporting

With the implementation of the new report template for campus units in 2018-2019 to submit the evaluation of expected outcomes, an analytic rubric was developed by the Office of Planning and Evaluation. The rubric is divided into four criteria, one for each section of the report described in Table 1: (1) Expected Outcomes; (2) Measure with Target; (3) Results; and (4) Use of Results. Points were awarded for addressing each of the components within each section of the report: two points for meeting the requirement, one point for partially meeting it, and zero points for not meeting the requirement. Based on the total points and percentage score, reports fell into one of four levels of performance indicated in Table 3 below: meeting expectations (dark green), mostly meeting expectations (light green), partially meeting expectations (yellow), and not meeting expectations (red).

Table 3. Quality of Reporting in the Annual Planning and Evaluation Report for Campus Units: Rubric Score Scale

Score on Rubric	Color	Performance Level
90%-100%	Dark Green	Meeting expectations
80%-89%	Light Green	Mostly meeting expectations
70%-79%	Yellow	Partially meeting expectations
Below 70%	Red	Not meeting expectations

The College-wide rubric scores for the 2018-2019 reports are provided in Table 4 below. All four components of the report met expectations (Expected Outcomes, Measure with Target, Results, and Use of Results). The Results category scored the lowest at 92 percent. Overall, the College-wide average rubric score was 95 percent.

Table 4. College-Wide Rubric Scores for Campus Units: 2018-2019

Rubric Category	2018-2019
Expected Outcomes	99.7%
Measure with Target	98.0%
Results	92.0%
Use of Results	93.5%
Total	95.3%

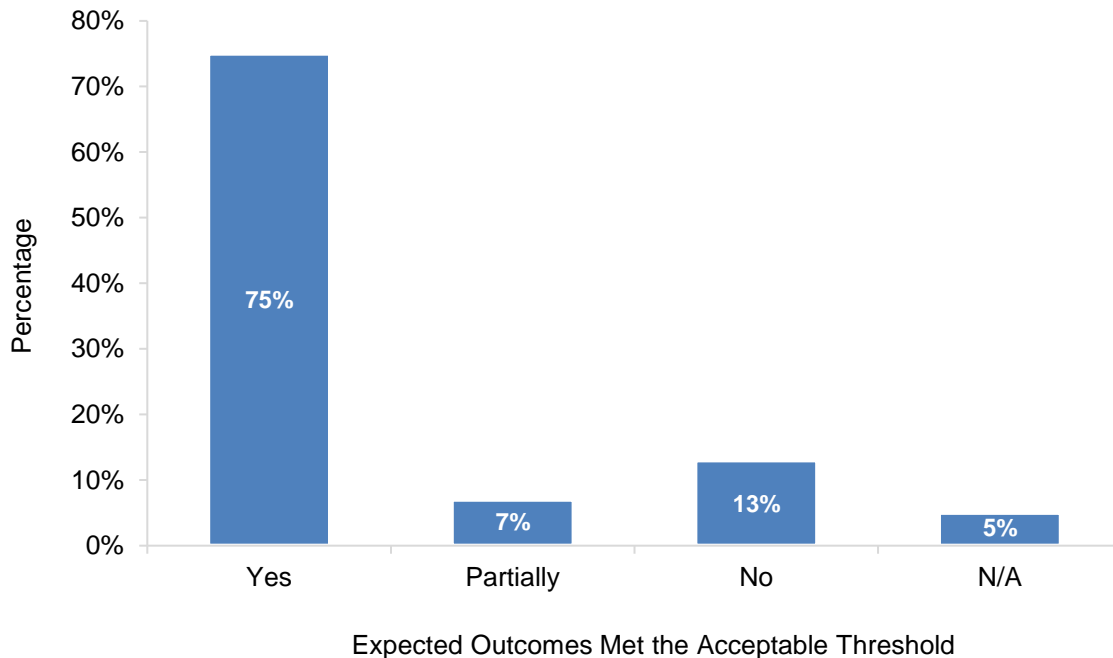
Section V. Acceptable Thresholds and Targets

A. Acceptable Thresholds

Campus units set acceptable thresholds for meeting expected outcomes. An acceptable threshold is the minimum expectation which defines an acceptable level of achievement.

As seen in Figure 5 below, most outcomes evaluated met the acceptable threshold in 2018-2019. Out of 227 outcomes evaluated, the acceptable threshold was met for three quarters of the outcomes (170 outcomes; 75 percent of all outcomes), partially met for 16 outcomes (7 percent), and not met for 30 outcomes (13 percent). For 11 outcomes (5 percent), meeting an acceptable threshold was not applicable (N/A) due to the outcome not being evaluated previously in most cases.

Figure 5. Percentage of Campus Unit Expected Outcomes Which Met the Acceptable Threshold: 2018-2019



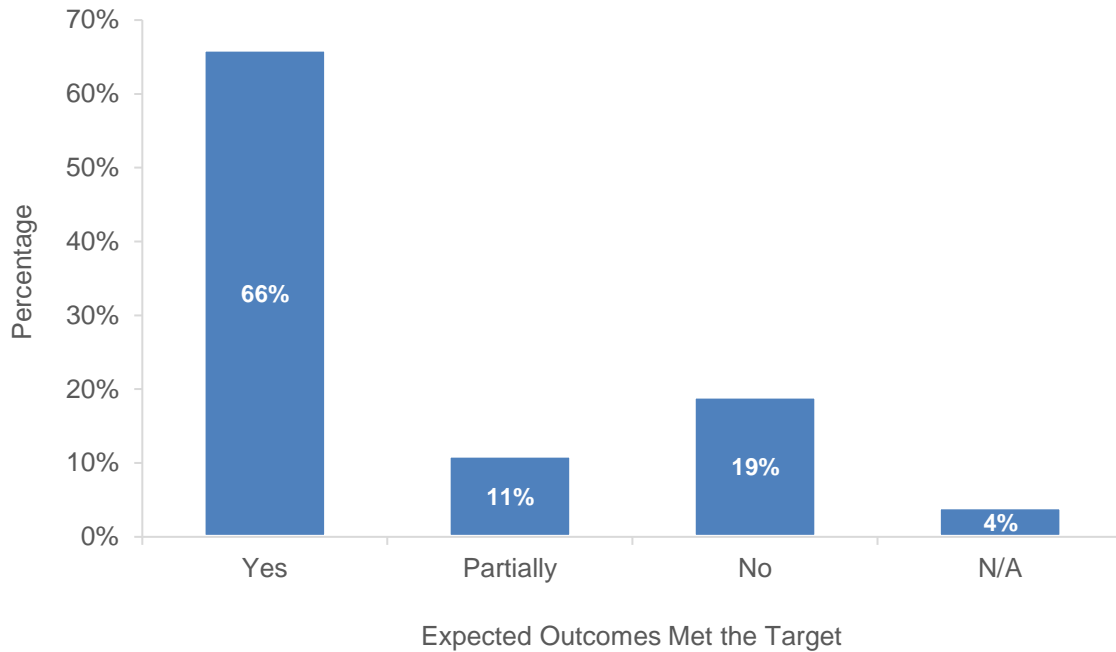
B. Targets

In addition to setting an acceptable threshold, campus units set targets, which are the desired level of performance on each expected outcome. Typically, targets are higher than the acceptable thresholds set by units, and meeting targets represents success in achieving expected outcomes.

As illustrated in Figure 6, next page, the targets were met or partially met for most outcomes in 2018-2019. The target was met for 149 outcomes (66 percent of all outcomes evaluated), partially met for 25 outcomes (11 percent), and not met for approximately one fifth of all

outcomes evaluated (44 outcomes; 19 percent). For 9 outcomes (4 percent), meeting a target was not applicable (N/A) due to the outcome not being evaluated previously.

Figure 6. Percentage of Campus Unit Expected Outcomes Which Met the Target: 2018-2019



Overall, most expected outcome targets were met by the campus units. For both acceptable thresholds and targets, 2018-2019 set a benchmark against which campus units will measure future expected outcome evaluations.

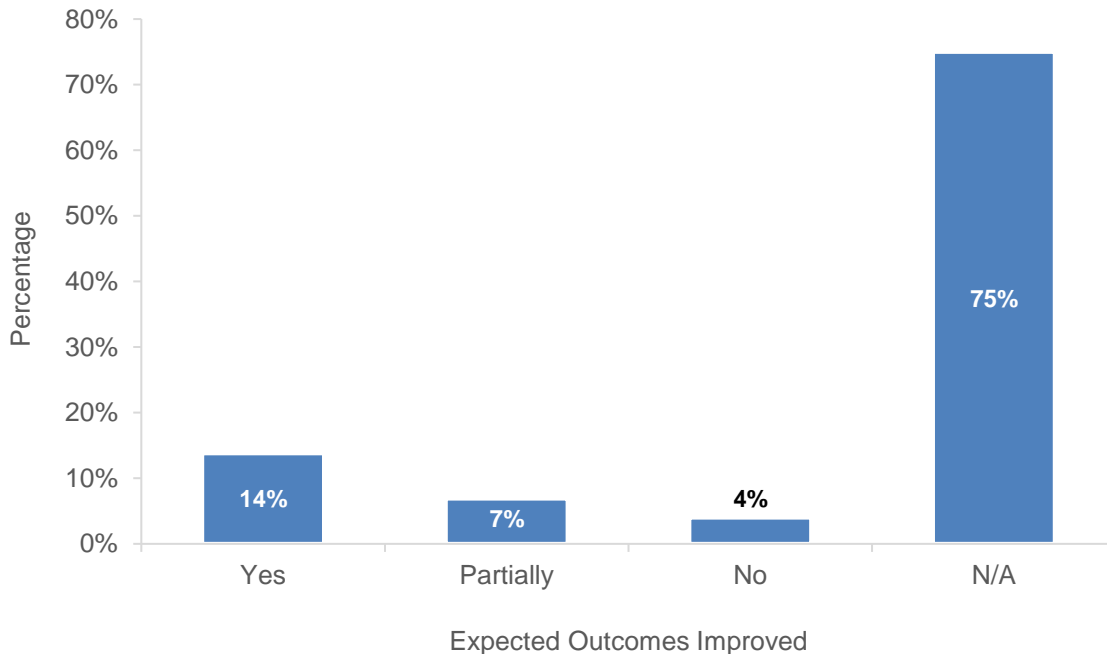
Section VI. Using Results to Seek Improvement

A. Improving Results

Evaluating expected outcomes each year allows campus units to compare results year-over-year and to seek continuous improvement. Results from evaluations were compared to previous years, successes were recognized, and areas needing improvement were determined.

While 2018-2019 was the first year for campus units to record evaluation results on newly created expected outcomes in the *Annual Planning and Evaluation Report for Campus Units*, results from previous years were compared where available. As displayed in Figure 7 below, 14 percent of all outcomes (32 outcomes) were reported as having improved over the previous year, 7 percent partially improved (15 outcomes), and 4 percent did not improve (10 outcomes). For over three quarters of the outcomes evaluated (170 outcomes; 75 percent), improvement was not applicable since subunits established new outcomes and did not have previous data against which to compare. In 2018-2019, most evaluations of expected outcomes did not demonstrate improvement since most campus unit expected outcomes had been revised. Future evaluations will be compared to the established benchmarks set in 2018-2019.

Figure 7. Percentage of Campus Unit Expected Outcomes Which Improved: 2018-2019

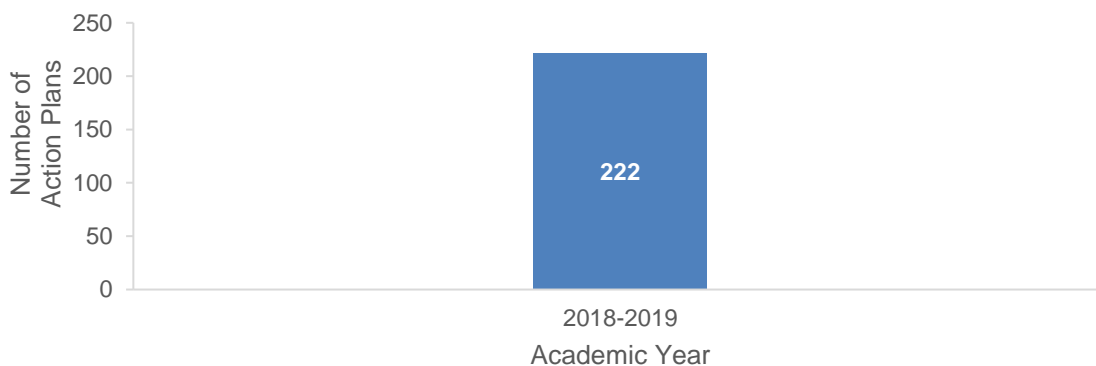


B. Action Plans

Campus units were required to submit an action plan for improvement whether or not they met the target or acceptable threshold. Action plans were aimed at improving the quality and operational efficiency of academic and student support services.

As seen in Figure 8 below, a total of 222 action plans were proposed by campus units for implementation in 2018-2019 out of 227 expected outcomes reported (98 percent). This indicates an area for improvement in the 2019-2020 reports since campus units are required to report action plans for all expected outcomes.

Figure 8. Total Number of Action Plans Submitted by Campus Units: 2018-2019

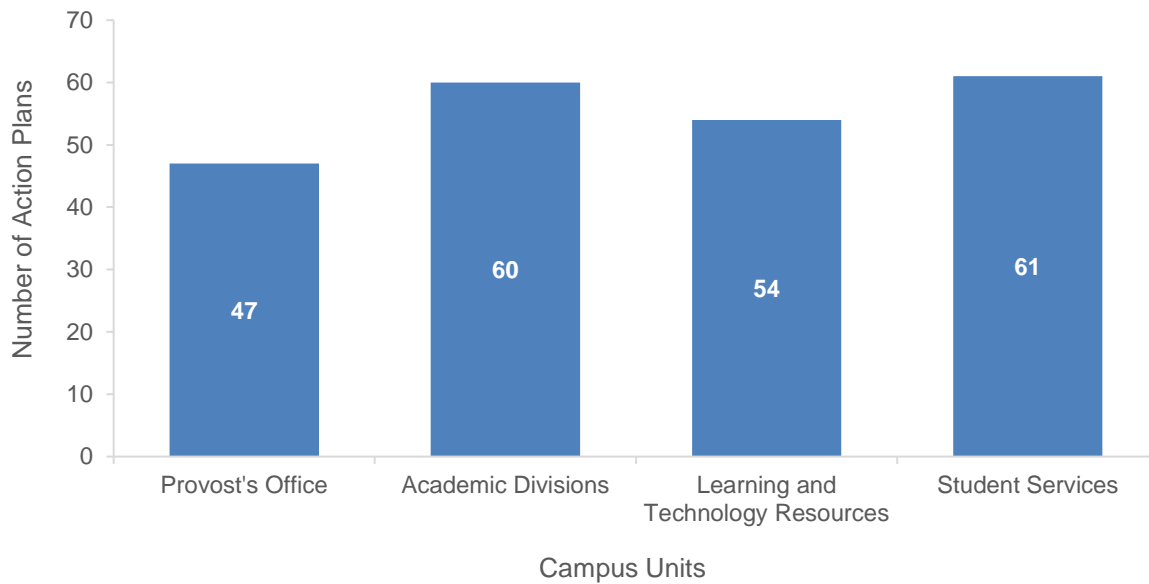


Examples of action plans from 2018-2019 include the following:

- In 2019-20, Tutoring Coordinators will develop a common checklist that students will use to identify active learning strategies they gained during their tutoring session. In Spring 2020, data will be collected at all six campuses during a two-week period at midterm.
- The Languages, Arts, and Social Sciences Dean will communicate with the enrollment team and clearly define enrollment strategies for Fall 2019 and Spring 2020. The Dean will look at how seat usage varies by discipline and will suggest areas to target for improvement.

Figure 9, next page, illustrates how many action plans were implemented by each of the campus units in 2018-2019. Student Services reported 61 action plans. Academic Divisions described 60 action plans. Learning and Technology Resources reported 54 action plans, and the Provost's Office described 47 action plans to improve. Campus units documented 222 action plans for 227 expected outcomes (98 percent), which demonstrates their commitment to continuously improve their academic and student support services.

Figure 9. Total Number of Action Plans Submitted by Campus Unit: 2018-2019



Summary

In summary, NOVA's campus units made great strides to improve the quality of evaluations and efforts to enhance expected outcomes in 2018-2019. All campus subunits were clarified, and their expected outcomes were updated and aligned with NOVA's new Strategic Plan. A total of 227 expected outcomes were evaluated College-wide by campus units. Since most expected outcomes evaluated were new or revised, only 14 percent showed some evidence of improvement (Figure 7). However, the results from 2018-2019 will be used as a benchmark to compare 2019-2020 results and to demonstrate improvement moving forward. Most notably, 98 percent of expected outcomes evaluated had action plans for improvement in the coming year. The results of the 2018-2019 *Institutional Effectiveness Audit of Campus Units* demonstrate NOVA's campus units made improvements in the reporting process. The culture of planning and evaluation at NOVA is growing stronger as subunit staff and administrators participate in the systematic processes. OPE will continue to monitor and work with campus units and subunits to further improve the processes and use of results to enhance academic and student services.

Appendix

Table A1. List of Campus Units and Subunits at NOVA: 2018-2019

Campus Unit	Unit Lead	Subunit (# of Reports)
Provost's Office	Provosts	Provost's Office (6) Campus Community Relations (6) Campus Operations (6)
Academic Divisions	Deans of Academic Divisions	Languages, Arts, and Social Sciences (5) Mathematics, Sciences, Technologies, and Business (5) Health Sciences (1) Nursing (1) Information and Engineering Technologies (1)
Learning and Technology Resources	Deans of Learning and Technology Resources	Information Technology (5) Instructional Technology (4) Library (6) Open Computer Labs (6) Testing (6) Tutoring (6)
Student Services	Deans of Students	Dean of Students (6) Enrollment Services (6) Counseling and Advising Services (6) Student Conduct and Integrity (6) Student Life (6)

Note: The number of subunits may vary by year.

Table A2. Submission Rate of Annual Planning and Evaluation Report for Campus Units: 2018-2019

Academic Year	# of Annual Reports to be Submitted	# of Annual Reports Submitted	% of Annual Reports Submitted
2018-2019	94	94	100.0%

Table A3. Number of Expected Outcomes Evaluated by Campus Unit: 2018-2019

Campus Unit	Number of Expected Outcomes Evaluated
Provost's Office	47
Academic Divisions	63
Learning and Technology Resources	55
Student Services	62
Total	227

Table A4. Number of Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Units: 2018-2019

Strategic Plan Map Objectives	Number of Expected Outcomes Mapped to the Objective*
1. Student Advising/Support	133
2. VIP-PASS	96
3. Informed Pathways for Seamless Transitions	92
4. Effective Processes/Protocols	189
5. Align for Accountability with College Mission	125
6. Workforce Development/Community Prosperity	3
7. IT and Cyber Programs	5
8. Re-envision Workforce Strategies	0
9. Healthcare, Biotech, and Future Programs	34

*Note: One expected outcome can be mapped to more than one Strategic Plan Map Objective. Therefore, the total number of outcomes in this table (677) is greater than the number of expected outcomes listed by campus unit (227 see Table A3 above).

Table A5. Expected Outcomes Mapped to the Nine Strategic Plan Objectives by Campus Units: 2018-2019

Campus Unit	1		2		3		4		5		6		7		8		9	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Provost's Office	13	27.6%	16	34.0%	13	27.6%	38	80.9%	19	40.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Academic Divisions	27	42.8%	23	36.5%	30	47.6%	43	68.3%	26	41.3%	3	4.8%	5	7.9%	0	0.0%	5	7.9%
Learning and Technology Resources	42	76.3%	6	10.9%	0	0.0%	49	89.0%	20	36.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Student Services	51	82.3%	51	82.3%	49	79.0%	59	95.2%	60	96.8%	0	0.0%	0	0.0%	0	0.0%	29	3.2%

Table A6. Number of Acceptable Thresholds Met by Campus Units: 2018-2019

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	170	74.9%	16	7.0%	30	13.2%	11	4.8%

Table A7. Number of Targets Met by Campus Units: 2018-2019

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	149	65.6%	25	11.0%	44	19.4%	9	4.0%

Table A8. Number of Expected Outcomes Which Improved by Campus Units: 2018-2019

Academic Year	Yes		Partially		No		N/A	
	#	%	#	%	#	%	#	%
2018-2019	32	14.1%	15	6.6%	10	4.4%	170	74.9%

Table A9. Number of Action Plans Implemented by Campus Units: 2018-2019

Campus Unit	Number of Action Plans
Provost's Office	47
Academic Divisions	60
Learning and Technology Resources	54
Student Services	61
Total	222

PATHWAY TO THE AMERICAN DREAM—NOVA'S STRATEGIC PLAN 2017-2023

THE NOVA COMMITMENT

As its primary contributions to meeting the needs of the Commonwealth of Virginia, the Northern Virginia Community College pledges to advance the social and economic mobility of its students while producing an educated citizenry for the 21st Century.

THE STRATEGIC PLAN GOALS AND OBJECTIVES

To deliver on this commitment NOVA will focus its creativity and talent, its effort and energy, and its resources and persistence, on achieving three overarching goals—success, achievement, and prosperity. It will strive to enable **Every Student to Succeed, Every Program to Achieve, and Every Community to Prosper.**

To advance the completion agenda described above, thereby promoting students' success and enhancing their social mobility, ensuring that programs achieve, and producing an educated citizenry for the 21st Century, the following goals and objectives are adopted:

GOAL 1: Every Student Succeeds

- **Objective 1:** Develop a College-wide approach to advising that ensures all students are advised and have access to support throughout their time at NOVA.
- **Objective 2:** Implement VIP-PASS System as the foundational technology based on NOVA Informed Pathways for student self-advising, assignment and coordination of advisors, and course registration.

GOAL 2: Every Program Achieves

- **Objective 3:** Develop comprehensive, fully integrated Informed Pathways for every program to ensure seamless transitions from high school and other entry points to NOVA, and from NOVA to four-year transfer institutions or the workforce.
- **Objective 4:** Develop effective processes and protocols for programmatic College-wide collective decisions that include consistent, accountable leadership and oversight of each academic program with designated "owners," active advisory committees, clear student learning outcomes and assessments, and program reviews in all modalities of instruction
- **Objective 5:** Align NOVA's organizational structures, position descriptions, and expectations for accountability with its overarching mission to support student engagement, learning, success and institutional effectiveness.

GOAL 3: Every Community Prospers

- **Objective 6:** Enhance the prosperity of every community in Northern Virginia by refocusing and prioritizing NOVA's workforce development efforts
- **Objective 7:** Further develop NOVA's IT and Cybersecurity programs to support regional job demand and position NOVA as the leading IT community college in the nation
- **Objective 8:** Re-envision workforce strategies and integrate workforce development into a NOVA core focus
- **Objective 9:** Plan to expand the breadth and reach of NOVA's healthcare and biotechnology programs, and prioritize future programs to support regional economic development goals

NOVA

**Northern Virginia
Community College**

703-323-3000 | www.nvcc.edu